



FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Thursday January 21 1988

D 8523 A

Signs of Socialist wear and tear in Spain, Page 2

World News

Bonn tries to quash N-traffic allegations

The West German Government did its best to end speculation about possible breaching of the non-proliferation treaty by West German companies, declaring as "groundless" allegations of atomic smuggling to Libya and Pakistan.

Nato summit date

Nato announced that its 16 heads of government would hold a summit in Brussels on March 2 and 3. It would be their third summit in the past six years.

Rothschild dies

Baron Philippe de Rothschild, a leading figure in the Anglo-French banking family who devoted his life to developing the Mouton Rothschild vineyard in his Paris home after a long illness, aged 85.

Reagan call for funds

President Reagan told a private meeting in Washington that a Congressional vote on funding for the Contra rebels represents "the moment of truth" for US support of the rebels.

Iraqi assault 'crushed'

Iraq said its forces crushed four attempts by Iraqi commandos and other units to retake mountain peaks and villages captured in a five-day Iranian offensive in Iraqi Kurdistan.

Township toll rises

Three more people, including a 14-year-old boy, died in a black power struggle in rural townships around Maseru.

KGB scandal

Pravda revealed a major scandal linking Ukrainian KGB, police and justice officials to the jailing on corruption charges of an honest police chief.

Ex-bankers jump bail

Two Singapore brothers, former directors of the Ka Wah Bank jumped bail totalling HK\$21m (\$2.7m) in Hong Kong the day before they were due to appear in court on a total of 81 charges of bank fraud and related offences.

Steelworkers strike

More than 40,000 steelworkers in 53 West German plants staged a two-hour strike to press demands for a 5 per cent pay rise and a 35-hour working week, their union said.

Brazil border dispute

The Brazilian Government despatched 300 troops to keep the peace in a border dispute between the states of Rondonia and Acre after the rebels began reinforcing their contingents of armed military police in the disputed area.

Unita besieges town

Unita rebel forces in Angola, backed up by long-range South African artillery, were reported to have surrounded a strategic garrison town in southern Angola, putting Soviet- and Cuban-backed government forces at risk of imminent defeat.

Haiti election

First results from Sunday's election in Haiti showed Leide Manigat, reported to have close ties with both the ruling junta and the US Government, way ahead in the race for president.

UK plans more jails

The British Government announced plans for six new jails.

Business Summary

Wall Street drops below 1,900 to 6-week low

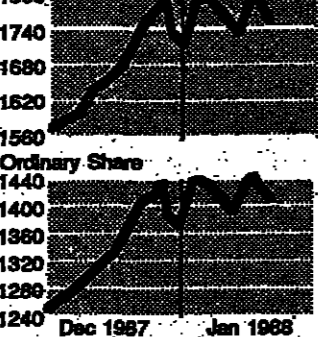
WALL STREET: The Dow Jones industrial average closed 7.20 down at 1,878.14, the first time it had dropped below 1,900 since December 11, the day after a large October trade deficit was reported.

SNOWFL French pharmaceutical company controlled by Elf Aquitaine oil group, withdrew its bid for A.H. Robins, US drug concern, following the emergence of a new bidder, the \$3bn bid battle.

TOKYO: The weak tone continued yesterday and only situation stocks showed signs of life as leading issues moved lower.

LONDON: The stock market fell back again, with renewed concern about the US trade deficit depressing the dollar.

FT-SE 100 index



FT-SE index closed 15.2 down at 1,878.14. It closed 13.8 at 1,409.2.

DOLLAR closed in New York at 1.7529. The FT Ordinary Share closed at DM1.6605.

STERLING closed in New York at \$1.7995. It closed in London at \$1.7925.

VIDEOTRON, Canadian cable television company, denied yesterday's Financial Times report that it was planning a C\$70m (\$64.4m) joint venture with British publisher Robert Maxwell.

GREECE is challenging a European Community decision to release Ecu10m (\$8.2m) in financial aid to Turkey.

EUROPEAN Community has accorded Portugal Esc2bn (\$455m) in aid for small and medium enterprises and regional tourism.

CENTRAL Bank of Kenya reported that Kenya's inflation started to rise again in 1987 and its balance of payments to move into the red after the economy had recorded its strongest growth in a decade in 1986.

TAIWAN is to allow direct trade with eastern Europe and has cut duty rates on imported cars from 85 per cent to 42.5 per cent.

EUROPEAN Commissioner for External Trade, Willy Claes, attacked Japan over its growing trade surplus with the European Community.

WEST German Government is supporting efforts to sell Airbus airliners to eastern Europe as a means of improving East-West cooperation.

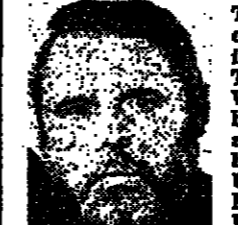
UNYSIS, US computer company, recorded profits of \$190m for the three months ended December, compared with a loss of \$212m a year earlier.

MIYOSU Construction of Japan suffered a 25 per cent slump in pre-tax profits to Y1.9bn (\$14.8m) in the six months to November, largely due to poor returns from the investment of surplus cash.

Iran takes over direct control of foreign hostages in Lebanon

BY NORA DOUSTANY IN BEIRUT
IRAN HAS taken direct charge of several foreign hostages in Lebanon in an effort to secure fresh concessions, including arms from Western governments, according to senior Shia militia officials in Beirut.

about the issue, said Iran had decreed that from now on, it would exclusively handle hostage affairs with Western governments rather than through Lebanese intermediaries.



Terry Waite, the Anglican Church's special envoy to Lebanon who disappeared in the country a year ago yesterday. There are still only rumours about Mr Waite's whereabouts, but the Archbishop of Canterbury yesterday said on a BBC World Service broadcast that he believed Mr Waite was still alive.

demanded the extradition of Mr Hamadei to the US for his alleged involvement in the hijacking and the killing of a US Navy diver on board.

little chance that he will be released soon. The British Government is adamant in its refusal to bargain with the hostage-takers.

Commission orders France to slash subsidy for shipyard

BY WILLIAM DAWKINS IN BRUSSELS AND LYNTON MCLAIN IN LONDON

THE European Commission yesterday ruled that the French Government must reduce aid drastically to a shipyard which won a FF436m (£43m) order for a cross-Channel ferry against British and Dutch competitors.

EC-Turkey trade deal
The European Parliament drew back from using its newly acquired constitutional powers to block a trade agreement with Turkey.

European Commission's action, but it is unfortunate that in practical terms, the ruling doesn't appear to help Govan as the ship is already being built in France.

The decision, the first under EC shipbuilding competition rules which came into effect a year ago, means that Chantiers de l'Atlantique, the French yard which will receive around FF100m less aid than promised when Britany Ferries, the French ferry group, awarded it the contract under considerable government pressure last summer.

Govan yard, run by state-owned British Shipbuilders, put in a lower FF410m bid, which it believed reflected its generally lower costs.

The French Government now faces the choice of whether to accept the decision, which it fears will throw Chantiers de l'Atlantique into financial chaos, or appeal to a European Court of Justice which is provisionally supportive of the Commission's crackdown on illicit subsidies.

Fiat president questions need for competition laws

BY JOHN WYLES IN ROME

MR GIOVANNI AGNELLI, president of the Fiat Group, yesterday questioned whether Fiat or any other Italian group needed to be regulated by national competition laws.



Philips group's turnover was 13 per cent of GDP and the Swedes Volvo's was 9 per cent, he said.

He defended his company's size and range of activities at a Senate committee inquiry into internationalisation and industrial competition.

world's top 500, compared with 28 in France, 38 in Germany and 63 in the UK.

Fiat's 1986 turnover of \$19.87bn was only 4 per cent of national gross domestic product, while the three publicly owned industrial groups, IRI, ENI and Efim, jointly accounted for 10 per cent.

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Israeli troops beat up refugees

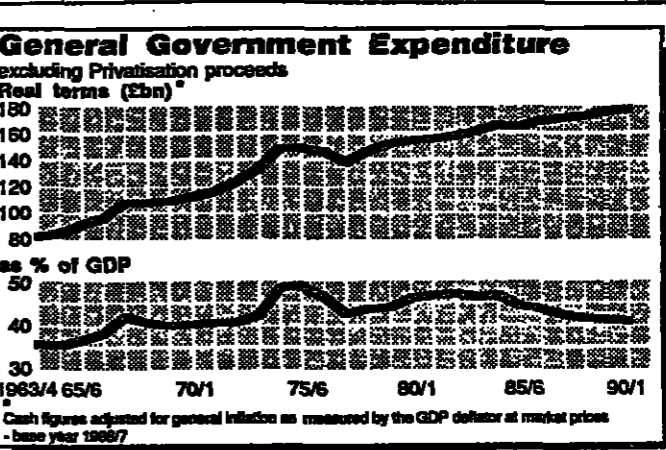
By Andrew Whitley in Jerusalem

WIDESPREAD BEATINGS were reported yesterday in the Israeli occupied territories as troops responded to the switch in tactics in handling the unrest.

In one Gaza refugee camp, Jabalya, more than 50 residents were being treated at a UN clinic for injuries resulting from beatings suffered overnight.

Similar tactics were used in Arab districts of East Jerusalem, where the police said 28 arrests had been made.

The security forces' new emphasis on non-lethal methods of controlling the six week long disturbances, stems from the Government's belated realisation that the mounting fatality toll - 39 have died - was becoming counterproductive.



Tax cuts priority for UK Treasury

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT, IN LONDON

THE UK Treasury voiced its determination yesterday to prevent the outcry for extra funds for the National Health Service.

The success of its economic strategy had allowed the Government to do this while continuing to reduce the public sector's share of national income - a process that would continue over the next three years.

Mr Major also announced that spending in the 1987/88 financial year was likely to fall short of the target set last year by about £1.5bn (\$2.3bn).

The discussion document and the Treasury's refusal to announce additional funds for health services drew an angry response from the opposition Labour Party.

Unveiling the latest public spending discussion document, Mr Major said that the Govern-

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WORLD TRADE NEWS

Tokyo attacked by EC over growing surplus

BY WILLIAM DAWKINS IN BRUSSELS

THE European Commission for External Trade, Mr Willy de Clercq, yesterday attacked Japan over the continued growth of its trade surplus with the European Community.



De Clercq: strong words

The latest twist in the EC's worsening trade relations with Tokyo comes after a large number of EC anti-dumping actions were initiated against Japanese products over the past year.

He warned that the Community would now be stepping up pressure on Tokyo to open its markets further to European companies.

US on verge of 'major expansion' of exports

BY NANCY DUNNE IN WASHINGTON

THE US is on the verge of "a manufacturing renaissance" and "a major expansion of exports" which will result in the return of many markets lost when the dollar was high, Mr Clayton Yetter, the US Trade Representative, said yesterday.

He threw in a cautionary note. The improvement will be evident in volume figures but may not show up in the value statistics for some time.

Taiwan to allow direct trade with E Europe

By Bob King in Taipei

THE TAIWAN Government has approved two controversial proposals which will further liberalise the country's trade practices.

Traders will have to apply for a permit to export licences from Taiwan's foreign trade board. Imports may include industrial raw materials, machinery and semi-finished products, as well as a limited range of consumer goods.

Taiwanese traders will require the approval of the foreign trade board before visiting the East bloc, and Eastern European traders may pick up Taiwan visas from Taiwanese diplomatic missions and unofficial bodies abroad.

Taiwan's trade with Eastern Europe is believed to have more than doubled during the first 10 months of last year to around \$2.5 billion, according to the East bloc in 1986 made up only 0.1 per cent of Taiwan's total exports, and imports from that area amounted to only 0.4 per cent of Taiwan's total.

Bonn backs Airbus sales to East bloc

BY DAVID MARSH IN BONN

THE West German Government is throwing its weight behind efforts to sell Airbus airliners to Eastern Europe as "an indirect means of improving East-West co-operation", according to Mr Erich Riedl, parliamentary state secretary at the Economics Ministry.

Minister and chairman of the Airbus Industrie supervisory board. He was brought into the Economics Ministry job last year at the behest of Mr Strauss to seal Bonn's political backing for the increasingly costly Airbus venture.

He could not confirm reports that negotiations were going on with Moscow, but said that talks between Airbus and East Germany and other communist states would have to find from international markets financing for any deals.

Mr Riedl added that any East bloc deal would have to be vetted by CoCom, the Paris-based organisation checking technology transfers to the East bloc. But he did not think Airbus would give the Soviet bloc any advance in militarily sensitive technology.

equipment would be carried out only in the West, officials believe. West German government subsidies for Airbus are being driven up by the dollar's fall and heavy competition from Boeing. Mr Riedl left open the possibility that Bonn budgetary support for the new A-330 and A-340 Airbus programmes would have to be revised upwards, depending on the dollar's trend.

Hong Kong's toy makers play hunt a nimble seller

David Dodwell in Hong Kong reports on worries in the toy industry over falling US demand for its products

IN 1984 it was the Cabbage Patch Kids which brought riches to Hong Kong's toymakers. In 1986 it was Teddy Ruxpin. But as 1988 dawns, the world's leading exporter of toys is still searching for a product to save the sector from hard times.

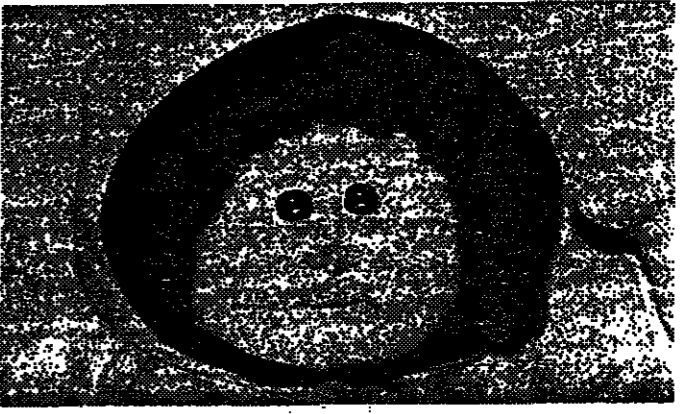
five of Hong Kong's leading exporters. Kader Industrial, which sells about one-third of its output to WoW, revealed in November that it is owed HK\$96m. General Electronics is owed even more - an estimated HK\$180m - while Universal Appliances, Wongs Industrial and Applied Electronics are together owed a further HK\$150m.

Widespread publicity on the crisis hitting toymakers who have traditionally supplied the troubled US group, Worlds of Wonder, has prepared the industry for a gloomy, citing rising exports to Japan and Europe; that, in addition to a combination of weakness in the local currency and sub-contracting work in mainland China will protect their competitive edge in this notoriously volatile industry, they say.

period in 1986. With this market accounting for virtually half the sector's export sales, such a slippage has serious implications. The most powerful danger signals have been among doll manufacturers. Sales in the 11 months to November last year were valued at HK\$225m, a little more than half of the HK\$1.15bn sold in the same period in 1986.

making China the territory's second most important export market. However, this boom is accounted for almost entirely by the sale of toy parts for assembly in China, and re-export mainly to the US - so a slump in sales the US is expected to have an early impact on the export trade to China.

The surge in sales to other markets has been a mixed blessing. It has reduced dependence on the US market, but not enough to alleviate fears over the damage that will be wrought by a US slump. The US market accounted in 1987 for 48 per cent of all toy exports, compared with 55 per cent a year earlier.



The Cabbage Patch Kid: a money spinner for Hong Kong's toy manufacturers

Mr Dennis Ting, chairman of Hong Kong's Federation of Industry, and head of two leading toy companies, was nevertheless unwilling to throw in the towel on 1988 prospects. He insisted that prospects for strong growth in exports to Japan remained good.

The estimated 50,000 Hong Kong workers dependent on the toy industry - and the even larger number involved in sub-contract work in nearby mainland, China - are likely to know within two months just how bleak 1988 will be.

APPOINTMENTS

Changes at Rowntree

Mr Peter Blackburn has been appointed chairman of ROWNTREE'S UK and Republic of Ireland region. He also succeeds Mr Ralph Kaner as chairman of Rowntree Mackintosh Confectionery.

Mr Mark Sheldon has been appointed senior partner of LINKLATERS & PALMS in succession to the late Sir Charles Linklater.

Mr Daniel Nadis has been appointed managing director of GB CAPITAL'S newly-formed equipment leasing subsidiary, based in London.

Mr David Hawkins has been appointed managing director of the southern division of TOWRY LAW (GENERAL INSURANCE). He joins from Stewart Wrightson, where he was a regional director.

Mr Martin Reid has been appointed financial director of FOX PROPERTY SERVICES (HOLDINGS). He was group financial controller.

Mr Howard Mann, managing director of RHM Grocery, has been elected president of the BRITISH FOOD EXPORT COUNCIL.

BUSINESS LAW

Arbitration - the next step

By Clive M. Schmitthoff

THERE IS general agreement among lawyers and arbitrators that the United Kingdom needs a new Arbitration Act. If a new Act is not passed by the end of the year, the UK will lose important and lucrative international arbitration business to competing arbitration centres in countries with more favourable laws.

Fortunately the matter is under consideration by a powerful Departmental Advisory Committee, appointed by the DTI, under the chairmanship of one of our most distinguished commercial judges, Lord Justice Mustill. The Committee and the Scottish Advisory Committee on Arbitration Law (chaired by John Murray QC) published a Consultative Document in October 1987. This document deals with the question whether the United Nations Commission on International Trade Law (UNCITRAL) Model Law on International Commercial Arbitration of 1985, which aims at harmonising national arbitration laws throughout the world, should be adopted by the UK as a whole, in part or not at all.

The reason for this arrangement, which may appear puzzling, is simple. In so-called "on/off" contracts in which London competes with other international arbitration centres, the parties may agree in advance on the finality of the award, but abrogation of judicial review on a substantial point of law of general import is discouraged, in order to maintain uniformity and certainty of law in the interest of traders in a particular line of business.

But the 1979 Act is now almost 10 years old and it has a faded look, particularly when compared with the regulation of international commercial arbitration in other jurisdictions. As reported in this column on October 1 1987, the US Supreme Court adopts an extremely liberal attitude to international arbitration. In 1974 the court rejected "a parochial refusal" to enforce an international award. In the famous *Mitsubishi* case the Supreme Court admitted arbitration in anti-trust claims and in the *Shearson* decision it admitted arbitrability of alleged claims under the Racketeer Influenced and Corrupt Organisations Act.

In France the decree of 1981 has introduced a far-reaching liberalisation of international arbitration and the New York Convention of 1958. English judges are aware that the 1979 Act is no longer in harmony with developments elsewhere in the world. The Court of Appeal decided in 1984 that the adoption of an ICC arbitration clause operates as an advance exclusion agreement of judicial review.

The new Arbitration Act should allow the parties to provide in their arbitration agreement that the award shall be reviewable by a court of law on a substantial question of law. In other words, the principle of the 1979 Act to limit contracting out of judicial review should be reversed by a principle of contracting in. The Consultative Document states (in paragraph 13) that under the Model Law the court has no power to entertain an appeal from the award to the court even if the parties consent.

The effect of the adoption of the contracting in principle would be twofold. First, UK law relating to international commercial arbitration would, in principle, be brought into line with the laws of other leading industrial countries. Secondly, although appeals in special category cases governed by English law should be severely restricted by the new Act to cases which genuinely raise a point of general interest, an escape clause to this effect can be inserted in standard contract forms. The basis of judicial review would thus be altered. It would no longer be statutory, to which objection is taken in some trade circles abroad, but it would be contractual, founded on the autonomy of the parties, which is respected everywhere as the fundamental element in arbitration.

The most important problem for the new Arbitration Act is, however, to settle the problem of finality of an international award. Judicial review, as a statutory principle, should be replaced by the principle of finality of international arbitral awards. The only statutory exceptions which should be admitted to this principle should be the few limited cases defined in Article 34 of the Model Law, as grounds for setting aside an award or remitting it. These grounds are essentially the same as those for refusing recognition and enforcement, as set out in Article 36 of the Model Law and Article V of the New York Convention of 1958. They are internationally recognised exemptions and do not affect the adoption of the principle of finality.

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Pioneer Shipping Ltd v BTP Tioxide Ltd, *The Nema* [1982] A.C. 724
Autism Compagnia Naviera S.A. v Salen Rederierna B.A. [1985] A.C. 181
Scherk v Alberto Culver Co. 417 US 596, 619 US 895 (1974)
Mitsubishi Motor Corporation v Chrysler Corporation, *South Inc.* 1085 S. Ct. 3346 (1985), See FT July 11 1985
See FT July 2 and 30, 1987
Maritime Contractors Inc v Shell Petroleum Development Co of Nigeria [1984] 2 Lloyd's Rep. 77
Clive M. Schmitthoff is a Professor at Old University and General Editor of the Journal of Business Law.

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UK NEWS

PRESCOTT ABANDONS PLAN TO FORCE PARTY DEPUTY LEADERSHIP VOTE

Labour averts fight at the top

BY MICHAEL CASSELL, POLITICAL CORRESPONDENT

MR JOHN PRESCOTT, Labour's energy spokesman, yesterday abandoned his controversial plan to fight Mr Roy Hattersley for the deputy leadership of the party.

The decision followed his acceptance of a formula worked out between trade union leaders and Mr Neil Kinnock, the Labour leader, which Mr Prescott claimed would enable him to raise his proposals for redefining the role of the deputy leadership at this year's annual party conference.

He said last night that he had been given assurances from trade union leaders and the party leadership that his plan to relieve the deputy leader of

parliamentary responsibilities, in order to concentrate on strengthening the party organisation, would be debated in October.

He said that, as the debate would now be held, there was clearly no need for him to force the issue by standing for election this year. It was "a victory for common sense", although he did not rule out standing in subsequent years.

However, sources close to Mr Kinnock, who has been angered by Mr Prescott's apparent determination to provoke a contest, last night denied there could be any such guarantee.

They said the party leader did not organise the conference

agenda.

It was being pointed out that, up until this morning, Mr Prescott tried to win concessions on the role of the deputy leader, but was turned down flat on each occasion.

In a statement which appeared further to undermine Mr Prescott's position, Mr Kinnock welcomed the decision but expressed his annoyance that there had been any distractions from the party's present policy review.

He said he was "completely hostile" to the plan to exclude the deputy leader from a major parliamentary portfolio, like "just about everybody else in the trade union and Labour

movement".

Mr Prescott said he did not believe an election would be divisive but he appreciated the views of those who did. He was careful not to make any criticism of Mr Hattersley.

Mr David Steel, the Liberal leader, yesterday gave the clearest indication yet that he will not be a leadership candidate if his party decides to merge with the Social Democrats.

Speaking at Westminster three days before the crucial Liberal assembly, which will decide whether to put the merger package to a membership ballot, Mr Steel acknowledged his recent ambivalence over his own position.

Successor to Whitelaw named for key Cabinet committee

BY PETER RIDDELL, POLITICAL EDITOR

MR JOHN WAKEHAM, the leader of the House of Commons, has increased his influence within the Government by taking on the chairmanship of a key Cabinet committee. This follows the retirement of Lord Whitelaw earlier this month.

He will chair H committee, which deals with home and social affairs and is one of the main permanent, and publicly acknowledged, Cabinet committees. The other key committees, covering the economy and overseas and defence policy, are both chaired by Mrs Margaret Thatcher, the Prime Minister.

The chairmanship of these committees is central to the

running of the Government because most major issues are decided at this level, or in smaller sub-committees and ad hoc groups, rather than being referred up to the full Cabinet.

Consequently, after the retirement of Lord Whitelaw on health grounds, there was considerable speculation among ministers about who would take on his key role in ensuring that business was expedited and disputes between departments resolved without involving a full-blown public argument.

Mr Wakeham has the reputation, like Lord Whitelaw, of being a skilful behind-the-scenes operator and his influence will now extend over the

whole of the Government's social policies.

Having taken over Lord Whitelaw's formal title as Lord President of the Council, Mr Wakeham will now be seen as having inherited much of his role as the Cabinet's conciliator and fixer - without any departmental ties.

The H committee covers not only Home Office matters but also education, health and social security and the environment.

As leader of the Commons, Mr Wakeham will continue to chair the QL committee of ministers which deals with the Government's legislative programme.

Beecham bolsters drugs arm

BY ANDREW TAYLOR

BEECHAM GROUP, the drugs, cosmetics and consumer products group, is reorganising the management of its pharmaceuticals division, which has an annual turnover of about \$850m.

Mr James Pollard, chairman of Beecham Pharmaceuticals, said the new management structure would foster closer co-operation between research and marketing new products.

The company, which produced a trading profit of \$245m in the year to March 31, 1987, was developing a new marketing unit to provide a strong input into product development.

It was also creating a department to increase product licensing agreements with other pharmaceutical groups. All aspects of bringing new products to the market would be co-ordinated under a new project management system. Some of these functions had been split which had led occasionally to expensive delays.

Four senior management posts have been created, including a worldwide head of commercial operations who will be Mr Paul Tatum, president of the company's US business.

Mr Pollard said annual research spending by the pharmaceuticals division had risen by more than 55 per cent to over \$80m during the past five years.

Health funds pledge 'dropped'

BY ALAN PIKE, SOCIAL AFFAIRS CORRESPONDENT

PRESSURE on Government over funding for the National Health Service intensified yesterday when leaders of the medical profession told members of parliament of their dismay that the Government was apparently not standing by an agreement that further finance is needed.

A meeting between Mr John Moore, Social Services Secretary, and the presidents of the royal medical colleges last week ended with a joint statement declaring that there was a need to increase the total resources available for health care.

"Perhaps rather naively, we assumed that additional resources meant what it said," Sir Raymond Hoffenberg, president of the Royal College of Physicians, told the Commons Social Services Committee.

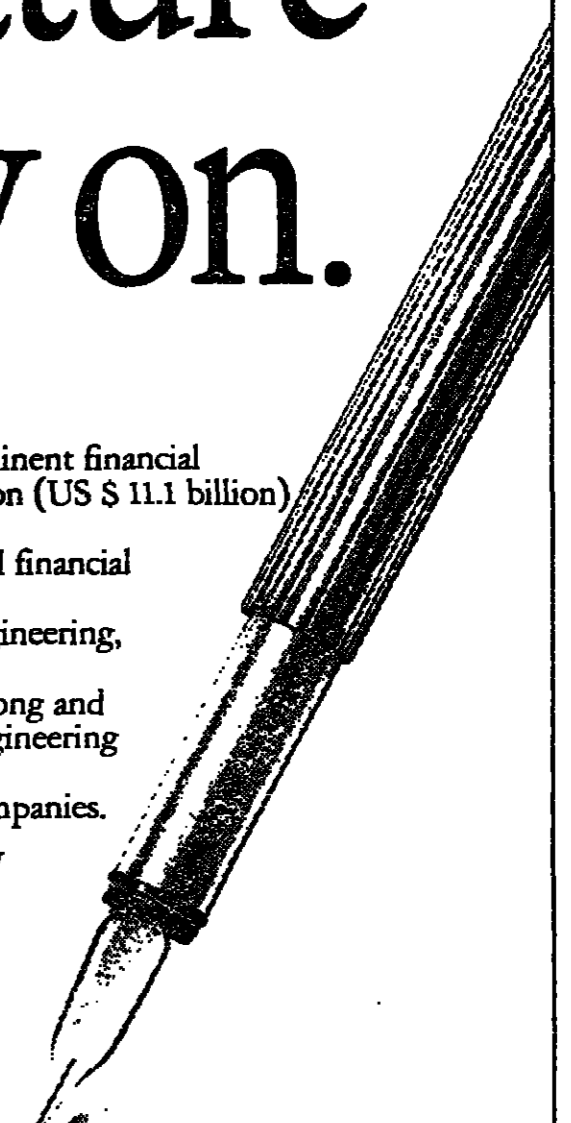
Sir Raymond said the presidents had been dismayed to read reports of Tuesday's Commons health debate, in which the Government appeared to rule out extra resources. This position, he said, seemed to be a "complete denial" of what had been said at the meeting.

The presidents, he said, had left last week's meeting with

the Social Services Secretary feeling somewhat optimistic. They felt Mr Moore had listened sympathetically and he appeared to understand the problems. "Since then we have read nothing but disconcerting news and this causes us understandable dismay."

The presidents told the committee that a statement which they issued in December warning that acute hospital services were near breaking point had this week been formally endorsed by all the medical colleges.

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UK NEWS

Ofgas director gives warning on excess profit

BY MAX WILKINSON, RESOURCES EDITOR

MR JAMES MCKINNON, director of the Office of Gas Regulation, yesterday told MPs that he would need more detailed information from British Gas...

Rolls-Royce suspends outspoken managers

By Richard Tomkins, Midlands Correspondent

TWO SENIOR managers of Rolls-Royce, the aero-engine manufacturer, were yesterday suspended from work after apparently making outspoken remarks on the future of the company's marine engine division...

Kevin Brown reports on a growing sector in the transportation of goods Rolling up to rent a private rail wagon

JUST more than 40 years after the nationalisation of Britain's railways, the scene is being set for a period of rapid growth in private ownership and operation of rolling stock...

UK RAIL WAGON OWNERS table with columns for Rental companies, Fleet, and various wagon types like CAIB/Procor, Standard Railway Wagon, etc.

ing a "halo effect" caused by the proposed Channel Tunnel, which will link BR tracks with the European network...

Despite the existence of a large number of own-account fleets, much of the growth in private wagon ownership is likely to come from rental companies...

Swan Hunter launches last RN Type 22 frigate

BY LYNTON MCLEIN

SWAN HUNTER, the Tyne-side shipbuilder, yesterday launched HMS Chatham, the last Type 22 frigate for the Royal Navy...

Plans for Essex housing

By Andrew Taylor

PLANS FOR a £250m housing development at Braintree, Essex, have been submitted to the Braintree District Council...

Guinness attacks Takeover Panel ruling

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE CONSEQUENCES for Guinness of what it asserts was an "unfair and highly dangerous" ruling by the City Takeover Panel...

practical terms, virtually impossible for Guinness to raise that money, Mr Oliver said...

ness's former finance director. Earlier in the hearing the court heard that, on April 17 1986, Mr Buxton wrote to the panel stating that Guinness had had no involvement in the share purchase...

Swedes to sell Valspar paints to MacPhersons

BY IAN HAMILTON FAZEY

BECKERS, the Swedish paint maker, is to sell its Valspar brand and business to MacPhersons and get out of decorative paint markets in the UK...

Scottish business confident on prospects

BY JAMES BUXTON, SCOTTISH CORRESPONDENT

SCOTTISH COMPANIES are still highly sanguine about their short-term prospects in spite of the stock market crash and the rise of sterling against the dollar...

Ford increases grip on car fleet sales

BY JOHN GRIFFITHS

FORD FURTHER tightened its grip on the leadership of the fast-expanding UK car fleet market last year...

The statistics reveal an upturn in the fortunes of Austin Rover, the UK state-owned car group. Its share increased by more than 2 percentage points to 14.77 per cent...

Press opposes argument for Spycatcher ban

Financial Times Reporter

THE Government's argument for a permanent ban on press for a permanent ban on press for a permanent ban on press...

Ignorance about unleaded fuel revealed in survey

FINANCIAL TIMES REPORTER

NEARLY four out of 10 of the UK's motor car drivers are unable to say which of their models could run on unleaded fuel...

respondent Mr Gooding, who also collected the national newspaper award, won £1,250 and an expenses-paid visit to Houston...

Car part plant for Midlands

By Richard Tomkins, Midlands Correspondent

NIPPON SEIKI, the Japanese motor components maker, yesterday announced plans to set up its first European manufacturing base in Redditch, the West Midlands new town...

GEC stake in Matra to trigger collaboration

BY DAVID THOMAS

GENERAL ELECTRIC Company, the UK electronics and engineering group, plans to use its new stake in Matra, the French electronics and armaments company...

Councils told to sell off land

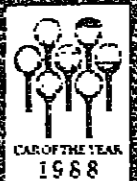
By Paul Chinnery, Property Correspondent

THE GOVERNMENT has told local authorities not to hold on to unused industrial land which could be used for retail developments...

UK FLEET MARKET 1987 top 10 sellers

Table with columns for 1987 and 1986 sales for various car models like Ford Sierra, Ford Escort, Vauxhall Cavalier, etc.

**THE NEW PEUGEOT 405.
TAKES YOUR BREATH AWAY.**



MANAGEMENT: Marketing and Advertising

TV advertising costs

A short-lived hiatus?

UK rate stability may be temporary, Philip Rawstone reports



Household cleaning products have given way to financial product ads as rates have soared

AFTER TWO years in which television advertising costs have soared by more than 50 per cent, the ITV companies may this year give advertisers a chance to get their breath back. Costs are not expected to rise in the next 12 months by more than 5 per cent.

A period of such relative stability will be welcomed by industry. But, as a conference of the Incorporated Society of British Advertisers (ISBA) heard this week, much economic damage has already been done to industry; and the pause in the upward spiral may not last for long.

The costs of TV advertising reflect the primary economics of supply and demand. Parliament has established a statutory monopoly with a restricted supply of advertising time. But demand for that time continues to grow.

Economic growth in the past few years has itself generated more general demand from industry. The Government, too, has become a major TV advertiser, using the medium, for example, to sell its privatisation programmes.

Banks and other financial institutions have moved in with enthusiasm. According to Media Expenditure Analysis (MEAL), the joint stock banks spent \$8.6m on TV advertising in 1980. By last year, the total had risen to \$50.3m. Insurance companies spent \$3.5m in 1980, and \$31.6m last year.

The building societies' spending on TV advertising rose in the same period from \$8.8m to \$41.1m.

These newcomers certainly have no illusions about the expense of the medium. For even the rates being charged by the ITV companies - which ran 23 per cent above the retail price index in 1986 and 20 per cent higher than the RPI last year - do not measure the real rise in costs. The Institute of Practitioners in Advertising (IPA) claims that the ITV audience has declined from 56 per cent of the total to 51 per cent over the last three years and is also becoming older and more downmarket than that of the BBC.

But financial institutions appear happy about the returns they get. NatWest which, according to MEAL, spent around \$12.7m on TV advertising last year, says television is the most effective medium for promoting products for young people and for penetrating the mass market for loans and mortgages.

That, it adds, can be judged from the fact that NatWest is

now brand leader in the young adult market and leads bank mortgage lending with advances of more than \$5bn. Dick Spellman, divisional manager, marketing services, for the Halifax Building Society, agrees: "TV advertising is expensive. But it can deliver the goods if you use it carefully. You cannot afford to be on the box at any price."

But for many branded consumer goods, the price has already become too high. Ray Morgan, chairman of the independent media buyer, EMP, points to the evidence appearing on the small screen itself. "The British housewife - the dominant ITV viewer - must be increasingly enchanted," he says, "to see that she is being tempted more frequently by cash-cards, share offers, cars, travel and the like than by the traditional 'keep the family clean and well-fed' products."

Morgan estimates that the overall cost today of bringing a brand to 70-80 per cent of UK housewives in three or

four 30 second spots a month - considered the minimum necessary for a worthwhile return - would cost around \$300,000. "The rise in costs in the past two years has been horrific," he says.

John Dale, sales director of Pedigree Petfoods, says: "Our productivity in the past five years has doubled, but the percentage of our sales going on advertising has doubled as well. Much of the improvement in productivity is merely being used to pay for the higher advertising costs. I don't mind paying free market rates, but the present system is a recipe for disaster."

John Sharpe, chairman of Elida Gibbs, the Unilever health and beauty products subsidiary, says it hits everybody. Large advertisers must find large sums of money to sustain their advertising presence in the market. "For many smaller brands, the cost of buying into television at all is becoming a very difficult decision in terms of commercial justification."

ation, argues that there has now been a significant change of attitude towards advertisers' problems.

Apart from the extra opportunities provided by the move towards 24-hour broadcasting, the average advertising minute is being increased from six minutes to seven minutes an hour, rising to a ceiling of 7½ minutes in peak viewing time. Share schemes - by which an ITV company serving, say, 10 per cent of UK homes would give discounts to advertisers which spent a similar percentage of their budget within its area, and penalise those who did not - have been withdrawn.

Emery claims that ITV's audience share is now increasing because of better programmes and more competitive scheduling.

But advertisers, generally, believe that their long term future depends on more radical changes in the structure of British television.

Johnson states firmly: "There is a need to inject competition into the system to promote efficiency and dynamism, and to increase the supply of TV advertising time significantly."

Channel 4 should be given its independence from ITV to develop its own national market, catering for selective target buying, he argues.

Greater competition should be injected into the next ITV franchise round in 1992. Separate weekday/weekend franchises should be established in major urban areas; and a night-time franchise should be introduced.

Encouragement should be given to the establishment of a fifth channel. It could be a national channel or a honeycomb of city-based stations. There would be ample funding for it as well as for British Satellite Broadcasting which would not make any significant contribution to the problem of available advertising time until the mid-1990s.

Product innovation

The chocolate box factor

Christopher Parkes on the search for winners

WHEN IT comes to romance and mystery, Bourville, the Birmingham suburb, is not a patch on the south of France and the Bermuda Triangle.

These, it seems, were the magic ingredients the UK chocolate assortment market was missing. Accordingly, things looked up when Cadbury withdrew its Bourville Selection and launched Biarritz in a fancy triangular box, accompanied by allusive advertisements "strange things happen in the blue triangle."

The new product pushed Cadbury's share of the boxed plain assortments market from 8 per cent to 25 per cent in a matter of months, and chalked up another success for new product developers Craton Lodge & Knight.

According to Greenagh Lodge, CLK's research director, Biarritz left the competition standing. Black Magic and All Gold were for "mumsie" types, she says, who enjoy watching Come Dancing on television and get a box of handkerchiefs for Christmas.

"Bourville selection was old-fashioned long johns. Biarritz is French knickers, she adds, celebrating the successful repositioning of an old product in a wider, younger and more individualistic market slot.

Biarritz is essentially Bourville Selection in a new box. CLK readily admits that a third of its NPD is in reality "old" product development. But new or old, every candidate for the marketplace has to be exhaustively tested and tested by CLK, Cadbury, consumer panels and advertising agents until the mix is judged right for the target market.

ideas than hitherto and are more likely to change their habits frequently. Lodge argues.

Rapid social change and the fragmentation and segmentation of traditional market sectors may be one reason for the emergence and increasing prosperity of consultancies like CLK. Another, according to a new study from consultancy Brand New, is that cost-savings during and after the oil crisis tended to carve up their marketing departments in a particularly savage manner.

Product developers, like many of the products they develop, have prospered because they have found a niche to exploit.

However, their prosperity is hard won. The sector is

Biarritz is essentially Bourville Selection in a new box. A third of 'new' products are 'old'

highly competitive, laden with risk, and saddled with potential clientele. Brand New says, which has a "cloud-cuckoo-land" attitude to innovation. Although more than half the 150 chief executives approached in a Brand New survey placed innovation among the top three factors for success, almost two thirds - and 80 per cent of food companies - said they spent less than 5 per cent of sales on new product development.

Curiously, since success in overcrowded markets is notoriously elusive, 39 per cent of the interviewees said any new product failure was unacceptable. Taken together with a recent Institute of Marketing study which showed that only 32 per cent of UK companies conducted market research and only 25 per cent invested in NPD, this presents an interesting picture of British industry's attitude to taking calculated risks.

CLK, which works to a mean success rate of 1:10, has encountered this tendency. "We live in a climate where people don't get rewards for taking risks," says Chris Wood, managing director. One

of his criteria for new clients is that his agency should not work in a vacuum. "If there is no one in the organisation with a remit making him responsible for NPD, then you might as well forget it."

One difficulty appears to be that of handling clients' demands throughout the development process for estimates of how the new product will sell. "We cannot give the clients any estimates until we are well down the line with a product, wrapper and advertisements," says Lodge. "We just have to tell them to be brave. NPD is very high risk and begs andouur."

There is boundless plenty in the latest KAE Development study of supermarket buyers' attitudes to new products. Their demands, which must be fulfilled if newcomers are even to make it to their shelves, let alone the shopper's trolley, are straightforward. They require products with excellent quality tailored for expanding markets with strong consumer demand...and fat advertising budgets. In that order.

The big companies make their mistakes, but perhaps not surprisingly, they also enjoy a consistently high success rate. The companies named in KAE's top innovators list have barely altered in the 18 years since the study was first published. Cadbury, CLK's star client, has made it to the top 10 this year for the first time since 1978, with Biarritz gaining many honourable mentions.

But only two of the companies in KAE's top 20 innovators list figure in its list of most successful new products this year. This helps to bear out KAE's contention that once won a reputation for good product development is not easily lost. "But building the reputation in the first place is difficult if the trade has a fixed idea about a company's capabilities."

• **Innovation in Consumer Markets, Brand New (Product Originator), 49 Princes Place, London W11 4QA. Tel: 01 221 7011.**
• **New Products in Grocers, KAE Development, 7 Arundel Street, London WC2E 8DE. Tel: 01 379 6118.**

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on 01-245 8086 ext 4611

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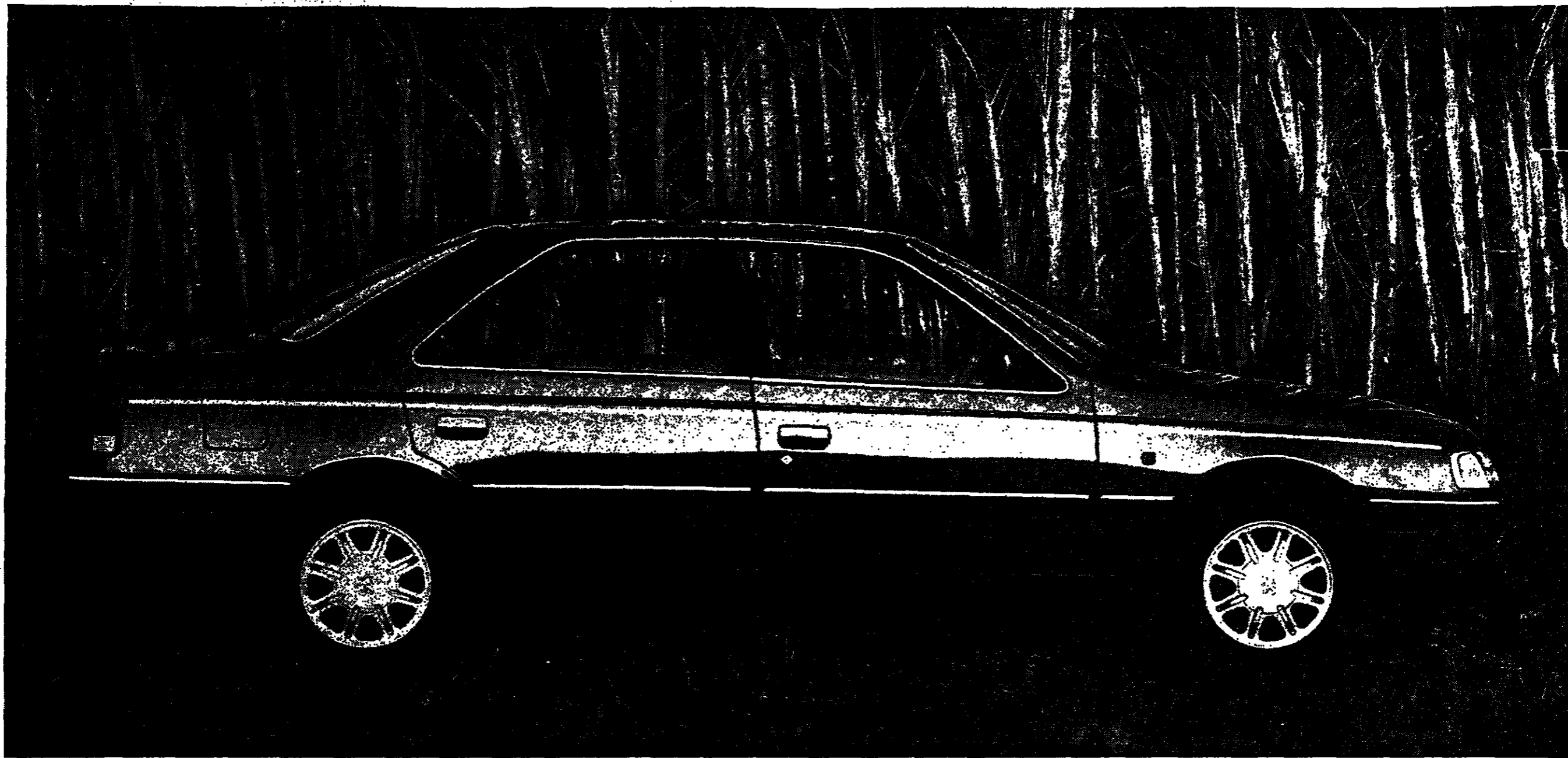
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EVEN THE MOTORING PRESS ARE BREATHLESS.



The new British built Peugeot 405 was a success, even before the launch.

With the gentlemen of the press, a hard-nosed bunch if ever there was, effusive in their praise.

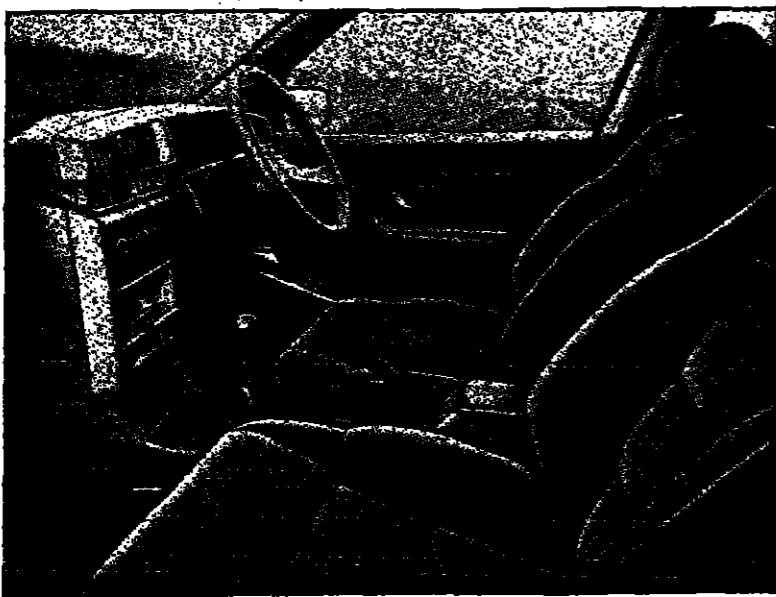
But will you be similarly impressed with this most original 4 door, 5 seater family saloon?

"Looks good, performs well, has superb handling and an excellent ride, ample room and good refinement."

MOTOR MAGAZINE

We sincerely hope so.

Perhaps the first thing to take your eye is that sleek body style. No car in its class has a lower drag factor.



Wrap-over doors, the elimination of conventional drip channels, flush-fit bonded windscreen and rear window all conspire to reduce wind-noise and so improve the

aerodynamics. (Thus affording excellent fuel economy.)

Look closer and you'll find that the eye-catching design incorporates many smaller points, showing an almost obsessive attention to detail.

Like mounting the windscreen washer jets on the wiper arms. The spare wheel mounted under the boot floor, for easier access. The wide rear doors, for ease of entry. And a whole lot more besides.

Inside there's a tilt adjustable steering column. Remote control rear-view mirrors. Height adjustable front seat belts. Hinged radio cover. And a 'lights on' warning buzzer, all fitted as standard.

As you can see from the spacious interior, luxury too comes as standard.

With a wide selection of fine upholstery and carpeting combinations.

But to fully appreciate the 405, you really must get behind the wheel and drive it. For when it comes to handling and performance, Peugeot have virtually cornered the market.

"Peugeot would appear to have another winner."

AUTOCAR

The all aluminium alloy, ohc engine, allied to a five speed box and much praised Peugeot suspension proves to be a potent combination.

"A very real challenge."

WHAT CAR

Making this a real driver's car.

While off the road (to think of such a thing!) the 405 is designed to spend an absolute minimum of time in the service bay. With a battery of labour and money saving features.



There are 8 models to choose from, with varying levels of specification, culminating in the top of the range, 124 mph GTX Injection.

Heralding a new era in car production, the 405 has just been voted 'European Car of the Year,' by a jury of respected journalists.

Obviously it took their breath away.

May we suggest you take a test drive and experience the sensation yourself?

PEUGEOT 405
THE LION GOES FROM STRENGTH TO STRENGTH.

Well-managed firms with the best products, the most competent workforce and the sharpest marketing departments can go out of business.

True or false?

True! The world is littered with Corpses of firms which have been put out of business by the volatility of the economic environment. Corpses of firms which have been exposed to hostile takeovers.

Why? Because volatility in the price of interest rates, currencies and commodities has exposed financial risks we haven't recognized or managed in the past.

A firm may think its profitability is ensured as long as it manufactures the best widget, not realizing that price fluctuations could diminish or wipe out expected cash flows.

At the same time, uncontrollable price changes don't have to destroy the firm.

At Chase we have the answer: financial engineering for risk management.

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Strategic Risk Versus Core Business Risk

Unanticipated economic changes outside a firm's direct control that affect its performance are called strategic risks.

Core business risks, on the other hand, are the risks most firms have to take based on production, technology, labour and capital input decisions.

Most companies know how to manage the latter and understand how they can affect a firm's profitability.

However, profitability also depends on volatility in the economic environment.

Strategic risks, for example, can put the firm out of business, negatively affecting even the most technologically competitive firm in the industry.

Depending on its core business, the firm may face exposure to several different variables in its economic operating environment.

Price changes may result from a monetary policy shift in Bonn or new government regulations in Tokyo.

Strategic risk therefore results from the core business but is separate from it; accordingly it should be managed separately.

But before strategic risk can be managed, it must be identified.

Strategic Risk Identification

A simple T-account illustrates how not recognizing strategic risk can be critical, since these price risks can show up on almost any corporation's balance sheet.

Here's the T-account for a US-based gold mining corporation:

GOLD MINE	
A	L
GOLD	BORROWINGS
OTHER	OTHER

Basically, the gold mining firm is long gold and short dollars.

On the liability side, it borrows dollars at a floating rate for, say, five years with the rate re-priced every six months.

On the asset side, the firm receives flows of income depending on the price of gold, which may change daily.

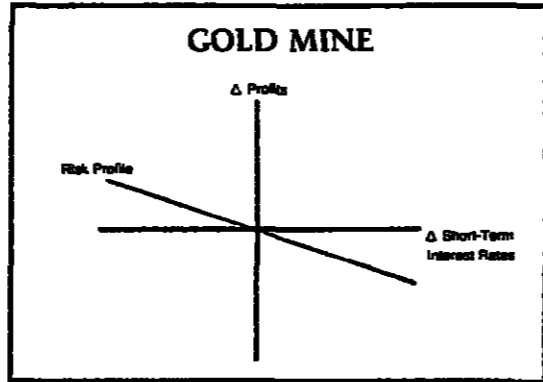
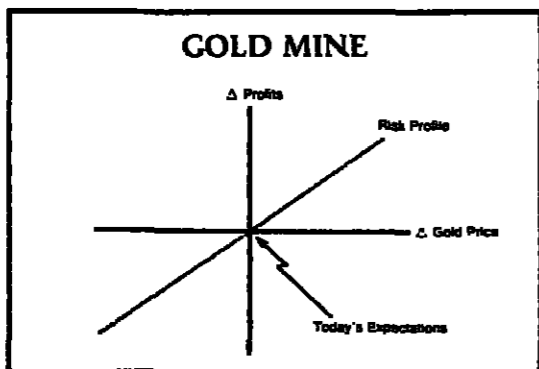
The firm uses its income to pay its workers in dollars.

Subtracting the dollar-based labour expenses and the interest rate-indexed borrowing costs from the gold price-determined income leaves the profits of the firm.

A sudden decline in the price of gold or a jump in interest rates can drive today's profits to tomorrow's bankruptcy.

No matter how state-of-the-art the firm's extraction machinery or excellent its workforce, two fundamental things will determine the firm's profitability: the price of gold and the cost of borrowing.

These exposures can be illustrated with risk profiles:



This analytical tool identifies and measures financial risk. The steepness of the slope of the risk profile indicates the amount of exposure a firm has to a particular price variable.

In the case of the gold mining firm, there is a large risk exposure to gold price changes and a lesser exposure to interest rate changes.

How can the firm manage these strategic risks and get on with the underlying business of digging gold out of the ground?

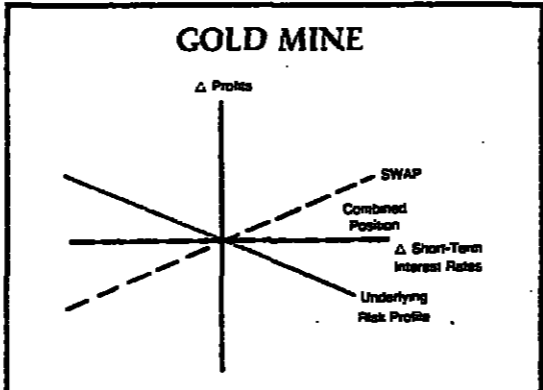
The Building Blocks of Strategic Risk Management

The development of markets in options and swaps, together with the growth of the forwards and futures markets, provides the tools for managing a firm's strategic risk.

Using these four basic products like a child uses toy building blocks, large banks can put together hedging instruments that exactly match the requirements of individual clients.

A swap, entailing the exchange of a fixed rate interest payment with a floating rate receipt, can protect the gold mine from fluctuating interest rates.

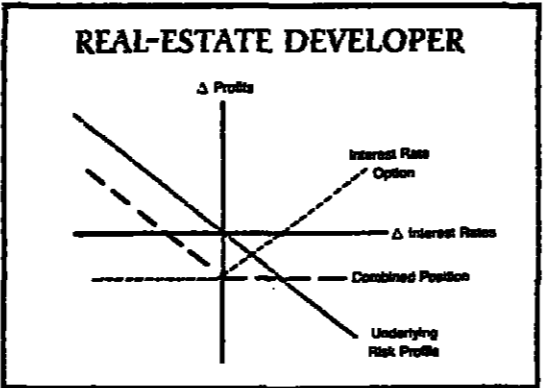
Using the risk profile framework, the swap can be shown as an upward sloping line; the gold mine firm receives floating rate payments, which increase as the short-term interest rate rises. Thus, the swap position offsets the underlying risk profile.



Options also provide the ability to tailor solutions to particular customer requirements.

Consider a real-estate developer whose profits are affected by interest rates not only through their determination of borrowing costs, but also by their impact on the demand for new construction.

A simple call option gives the real-estate developer the right, but not the obligation, to borrow funds at a certain rate. Thus, he has protection against the down-side risks of rising interest rates but retains the up-side benefits of falling rates.



Using The Building Blocks

At Chase Manhattan, we've developed the building block approach to financial engineering to solve our clients' increasingly complex strategic risk exposures.

Using our expertise with the basic building blocks, we produce financial solutions that are sophisticated but uncomplicated, cost-effective and tailored to specific customer needs. The approach combines the highly professional skills of our dealers handling each of these instruments in worldwide markets with the creative and complementary skills of our financial engineers.

And each time Chase snaps together the building blocks to design a financial solution, the next deal becomes even easier.

A year ago, many financial market participants couldn't even provide prices on US-dollar interest rate options of maturities longer than one year or in amounts of more than \$500 million.

Chase has been providing those quotes daily with minimum turnaround time. We also offer capped or collared loans with a tenure of seven years or more with little or no delay.

Snapping Together The Building Blocks

Successful Risk Management and Investment

In the face of all possible worlds, it is not enough to simply identify a firm's strategic risk. It is also necessary to identify the firm's ability to manage the risk. This is where Chase's expertise comes in. We have the ability to identify a firm's strategic risk and to provide the financial engineering solutions to manage it. Our solutions are tailored to the firm's specific needs and are designed to be cost-effective and uncomplicated. We have the ability to identify a firm's strategic risk and to provide the financial engineering solutions to manage it. Our solutions are tailored to the firm's specific needs and are designed to be cost-effective and uncomplicated.

These are only a few examples of how Chase can apply financial engineering to complex problems. Our expertise in providing liquidity through the credit and capital markets, along with our buy position dealing in risk management instruments, means we can build the solution to manage any strategic risk our clients face. For more information on how we can help you manage your company's risk, take a chance. Call Nick Robinson on (01) 726 7240.



ARTS

French taste for tragedy

Two fascinating excursions have been made this week into the intimidating, cheerless terrain of the great French neoclassical drama...

not to overcome this handicap. She offers a haggard, drained likeness of monumental dignity...

lie, but you either love or loathe whomever you happen to bump into. Andromache remains constant, but the others veer wildly between extremes...

Michael Coveney reviews Racine's 'Andromache', which opened Jonathan Miller's first season at London's Old Vic...

Everyone who has worked in English on Racine, from Robert Lowell to the present translator, Eric Korn, says you cannot approximate the rhyning alexandrine scheme in fact...

Murder could be dressed up as a duel in Corneille, and the Bobigny production opens with a slashing and swishing of swords in the sports wing of a mid 19th century Prussian castle...

Like Miller, Desarte is uninterested in reasserting declamatory prerogatives. But he is an enthusiast of the style and when confronted with the alexandrine, he reads it as a series of rhythmic pulses...



Janet Suzman as Andromache in London



Samuel Labarthe as Rodrigue, later Le Cid, in Paris

occupied by the sinister king in black spectacles (Claude Cyrille) and his court, who demonstrate the hero's manliness for Chimène's benefit...

In London, we have the prospect of a marvellous year at the Old Vic. The repertoire is more enticing than that offered at the National or RSC...

The excellent National Youth Music Theatre is presenting a season at Sadler's Wells. The two-work repertoire includes the vital, exciting and moving 'Figaro'...

Opera rides high in Chicago

Andrew Porter

The Lyric Opera of Chicago, directed by Ardis Krainik, reports its most successful season ever: full houses for a repertory of Trovatore, Singspiel, Faust, L'italiana (Baltsa, Ponnelle), Figaro, Lulu, Cost, continuing with Tosca and Forza...

Lott's Countess, in this company, seemed a shade pallid, thin in tone and in personality. Patricia Kern (once a bewitching Cherubino), Ugo Benelli (once a dashing Rossini hero), and Donald Adams (a veteran Savoyard) filled Marcellina, Basilio, and Antonio with rich musical character...

Let's Make an Opera! Martin Hoyle. The excellent National Youth Music Theatre is presenting a season at Sadler's Wells. The two-work repertoire includes the vital, exciting and moving 'Figaro'...

Recent dance in Naples, Reggio Emilia and Rome

As a pendant to the Kirov Ballet's just concluded Paris season and a prelude to the Company's Italian tour in the late spring, the two young Leningrad stars...

its tiresomely repetitive swirling of capes and manipulation of fans and guitars, falls after numerous viewings. Also, like Asymuratova, Rozumitova has a response perfectly to each other, giving the impression of a true stage partnership...

from Piero Martelletta (on loan from the hibernating Rome Opera) as an ebullient and nimble Sancho Panza...

the poorly conceived moments such as the setting of Cole Porter's 'Night and day'...

effect, yet as Prometheus Luigi Martelletta showed a new authority, which enhanced his stylish dancing...

At the Teatro Olimpico, the dance programmes provided by the Accademia Filarmonica Romana terminated with a visit by the popular Pilibolus group...

Arts guide

Exhibitions LONDON Tate Gallery, Turner in the new Clore Gallery. The Turner exhibition, which amounts to nearly 50 oil paintings, finished and unfinished, and a further 10,000 or so watercolours and drawings...

his work. Whether he would have approved of James Stirling's extension to the Tate is a matter of some debate...

Centre Georges Pompidou, Lucien Freud shows the 83 paintings for his first retrospective outside England. Apart from a portrait of Francis Bacon and a series of portraits of his first wife, the exhibition is dominated by his figurative nude portraits of the past 20 years...

Galerie Odenmatt-Chassan, Maximilien Luce, Luminous and well-structured, he adds realistic images from a working-class universe to many of the impressionist's themes of the Seine, the Thames and Saint-Tropez...

WEST GERMANY Munich, Kunsthalle der Hypo-Kulturstiftung, Rene Magritte 1898-1967. This is the first extensive retrospective of the Belgian surrealist shown in Germany...

WASHINGTON National Gallery, A century retrospective of Georgia O'Keefe includes 115 oil paintings and drawings, among them rarely seen examples from her familiar New Mexico landscapes, exotic flowers and still lifes...



Gemma Craven in 'South Pacific' which opens at the Prince of Wales Theatre tonight. Michael Coveney will review it tomorrow.

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WEST GERMANY Stuttgart, Galerie der Stadt Max Ackermann (1887-1975). The 100th anniversary of his birth commemorated by a comprehensive retrospective with 80 pictures from the main periods of his working life...

'A Wholly Healthy Glasgow' at the Court. The Royal Exchange Theatre, Manchester's production of A Wholly Healthy Glasgow by Iain Heggie, which went on to the Edinburgh Festival and to win a Mobil award, is to open at the Royal Court on February 1...

FINANCIAL TIMES

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Telegrams: Finantimo, London PS4. Telex: 8954871
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Thursday January 21 1988

Priorities for spending

THE THATCHER Government is becoming a victim of its own success. Awareness of the cumulative extent of stringency in public spending is growing just as economic progress has undermined agreement on its necessity. The response of the Government, especially on the issue of the National Health Service, will have to be considerably more imaginative if it is not to lose control of the debate altogether.

The ability of the Government to avoid serious damage depends on differentiating among the priorities for public spending, while still retaining overall control. It will not be good enough just to boast of the effectiveness of that control, the theme of the first two paragraphs of the White Paper on public spending.

A major problem is to discover what level of service is being provided in any specific area. The Government uses the GDP deflator to estimate "real" provision, a procedure that may not be inappropriate for pensions and other social security benefits, but is quite misleading for government spending on most goods and services.

Bonn's ties to the West

THE SLIGHTEST rapprochement between West Germany and the Soviet Union understandably causes speculation about re-orientation of Bonn's foreign policy priorities. That has been the case, once again, on the occasion of the visit to Bonn of Mr Eduard Shevardnadze, the Soviet Foreign Minister, there is no reason to suppose that such fears are justified.

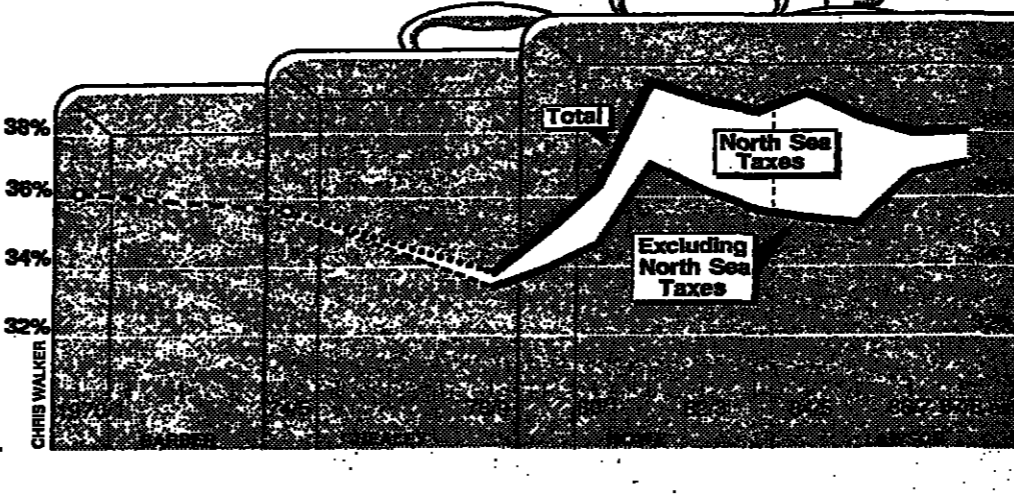
Mr Shevardnadze, it is true, has done his best to pursue the traditional Soviet policy of wedge-driving between the Nato allies. Following the INF agreement by the US and the Soviet Union to abolish all ground-based medium-range nuclear missiles, West Germany and the other Nato members do not have the same arms control priorities as before and the Soviet Foreign Minister has exploited their differences to the full.

While the West Germans want the INF treaty to be followed relatively quickly by an agreement on the removal, or at least sharp reduction, of short-range nuclear weapons up to a range of 500 km, most other Nato members insist that radical cuts in strategic nuclear missiles, conventional forces and chemical arms must precede negotiations on short-range nuclear systems.

ECONOMIC VIEWPOINT: By Samuel Brittan

Time to end tax guilt

TAXES AS A PROPORTION OF GDP Including Rates and National Insurance Contributions



ACCORDING to the Public Expenditure White Paper, in 1987-88 some 42 1/2 per cent of gross domestic product has been devoted to general public expenditure, excluding privatisation proceeds. Of course, the public expenditure figures are highly sensitive to administrative techniques and definitions. If there were a large increase in change, such as the integration of tax and social security, or the introduction of a tax-credit scheme, we should have to think again. But as things are, 42 1/2 per cent is a high enough percentage to cover all reasonable expenditure on genuinely collective goods and transfers to our fellow citizens. It is only a whisker below the percentage taken by the last Labour Government in its last year, and well below the average under the first Wilson Government.

The White Paper makes a great deal of the Government's determination to hold the growth of public spending below the growth of national income, so that the percentage can crawl down to 41 1/4 per cent by 1990-91. But there is precious little chance of this happening, given the underlying collectivism of the majority of articulate public opinion and the guilt which many people feel at the prospect of so-called tax cuts - which merely enable them to keep about the same proportion of their money as before.

The present agitation about the National Health Service is a mixture of genuine public concern about a cleverest group campaign by NHS personnel. What is disturbing is not the desire to increase NHS expenditure, but the assumption that the extra resources must come from the taxpayer rather than from a reallocation of public spending priorities. Moreover, a sudden increase of £2bn, or 12 per cent, which the most vociferous critics are demanding, is the last thing the NHS needs. Human nature being what it is, a panic increase of this size would in large part be dissipated in higher pay or activities only remotely related to patient care. Worst of all would be the revelation that the modern state is such a pushover. The wise course would surely be to concede some moderate increase in NHS expenditure, say £500m, to deal with closures and other emergencies, pending a rational review of the service.

OBSERVER

Not wanted on voyage
John Prescott's decision not to stand for the leadership of the Labour Party after all - or at least not yet - is a reminder of how difficult it is for any political party to devise a satisfactory system of choosing a leader.

One can see why Neil Kinnock and Roy Hattersley, the present deputy leader, did not want a contest. It would have rocked the boat while Labour is conducting its policy review and other candidates, like Michael Meacher, might well have entered the race, thus making the result uncertain.

On the other hand, an election for the deputy leadership is hardly incompatible with a debate about policy. Barbara Castle, who worked closely with Prescott in the European Parliament, has said, he is a man of great passion and the Labour Party without passion is not what it ought to be.

Prescott has agreed to hold off because of the pledge that there will be a debate on the role of the deputy leadership at the party conference in the autumn. Such debates have seldom solved anything properly, and it would be a pretty feeble argument that Hattersley has been so successful he should not be opposed. It makes Labour sound like a real conservative party. Prescott, by the way, wrote a book called Not Wanted on Voyage.

Absent Kohl
The announcement that President Mitterrand is to see Margaret Thatcher again in London next week has further raised a few eyebrows. Nothing wrong with Mitterrand, to be sure: it is a regular visit with a team of ministers. But Chancellor Kohl is supposed to do the same thing.

Kohl has been in touch with Thatcher in the last day or so, saying that his own meeting with Mitterrand later this week is in no way aimed at the British, although Thatcher disdains the way France and West Germany are strengthening their bilateral defence relationship. Yet a Kohl-Thatcher meeting remains elusive. There may be a tete-a-tete before the European Council next month. There may be a bigger meeting, accompanied by ministers, in the early summer. But nothing is fixed. Something rather serious seems to have gone wrong.

Casualty
"I'd say you're either a member of the Liberal-SDP policy committee or you voted Mr Prescott not to stand."

admires. They are Sir James Goldsmith and Hanson. He is full of praise for the Hanson purchase of the SCM Corporation in 1986 which he says was a model of its kind: a rapid sale of operations that would perform better under other owners and a quick move to boost the performance of the operations that are kept. Competent raiders, he claims, produce results time and again.

Gluck's background is in electrical engineering. He once worked on the American missile programme, joined McKinsey in 1967 and took a considerable role in the company's resurgence in the 1970s. Now 52, he takes over as managing director for a three year term in July, having been elected according to the McKinsey tradition by a ballot of its 101 directors.

Poor Americans
The idea of American clients weeping into their wallets at the fall in the dollar has proved

too much to bear for the Savoy Group which has decided to hold its room rates until next September instead of raising them by four per cent. The group managing director Giles Shephard, appeared genuinely touched when he said: "It makes sense to try and be kind to them. This way we can be seen to be helping."

Romanenko's law
The Soviet scientific community has discovered a new law of space flight: the length that a commandant can spend in space is directly proportional to the time it takes his wife to redecorate their flat. Called Romanenko's law after Yuri Romanenko, the world space endurance record-holder, the calculation is based on his reply to reports that he had suffered from homesickness during the 226-day flight. He said that during weekly chats with his wife he warned her that he would ask permission to stay aloft longer unless she finished the decorating work.

THURSDAY BOOK REVIEW
Making It Happen
By John Harvey-Jones
Collins; £12.95

CUT THE BODY of Sir John Harvey-Jones in half and you will find the like a stick of Blackpool rock, he has the letters ICI running through him from head to toe. So says his long-suffering wife. Sir John, who retired from the chairmanship of the British chemicals group last year, thinks she is probably right. Yet he bridled once when a UK radio presenter introduced him as "a company man". As devoted as he was to ICI, he was determined never to surrender his individuality. And ICI, he says, never demanded that he should.

It takes a pretty tolerant company to put up with my tasteless, over-the-top notes. The ties, broad and colourful, have now passed into legend, along with his shaggy mane of hair, and his support for the Social Democratic Party.

So has the success of ICI during the years that he led it. In 1982, the year he became chairman, pre-tax profits dropped by 25 per cent to £280m. Two years later, the group became the first non-oil company in Britain to report profits of more than £1bn.

Harvey-Jones's book is not an account of his ICI years. It is subtitled Reflections on Leadership and contains his thoughts on the suppression of emotion, his dealings with foreign subsidiaries and being a chairman.

Unlike many of the products of the frenetic management publishing industry, Making It Happen does not tell its readers how to become excellent; innovative or Japanese.

On the first page, Harvey-Jones says he will not be offering any magic prescriptions for success. There are no instant solutions, he says. Often there are no solutions of any sort. All one can hope for is the steady accumulation of useful insights into how to get the best out of those who work for you.

He is illuminating about life at the top. One of the things he learned is that many employees judge the state of the business by how happy they are at the top level. A chairman who looks less than cheerful can send a frisson of anxiety through his organisation.

Harvey-Jones once stepped off an overnight flight from America and went straight in to speak to senior managers who were attending a course. He felt very virtuous about having done so, until he heard that the managers were worried he was losing his grip.

Many of his tips are resolutely practical. For example, he recommends that corporate leaders drop in on subordinates' offices rather than holding meetings in their own. There are three advantages to this, he says.

Firstly, it helps to demonstrate that you are approachable and not remote. Secondly, you can learn a lot about the organisation by seeing the state of other people's desks and the number of telephone calls they get. Thirdly, you can bring the meeting to a close by saying thank you and leaving. It is often difficult to find tactful ways of signalling to visitors to your

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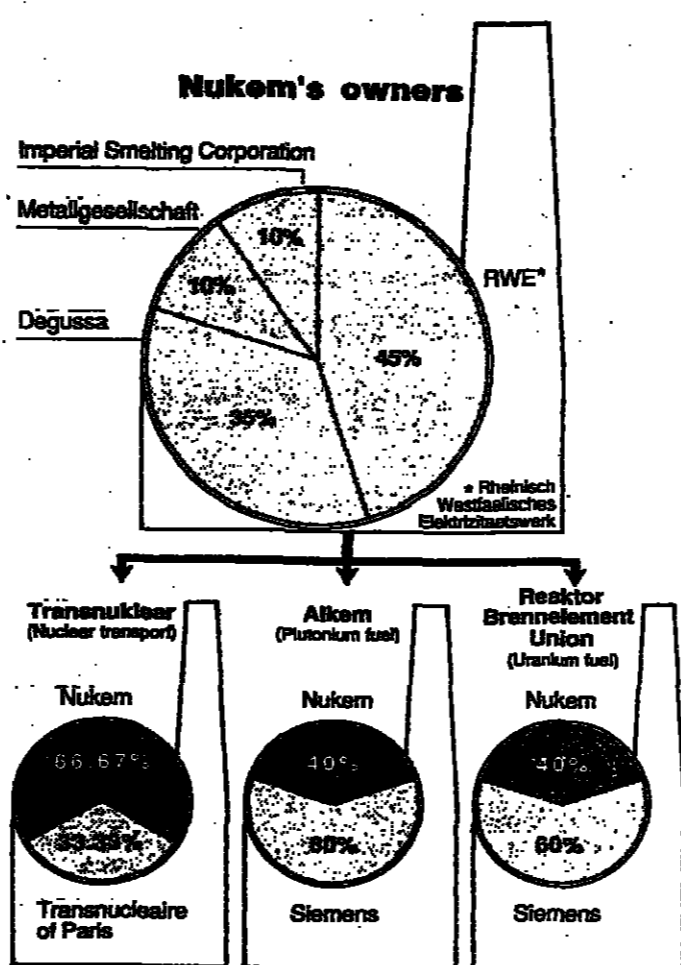
"Intolerable" Chancellor Helmut Kohl... "A band of gangsters" Mr Otto Lambrecht...

David Marsh reports on West Germany's nuclear scandal

An industry threatened by its own fallout

POLITICIANS not only from the left, but also from the pro-nuclear centre-right ruling coalition in Bonn have been unrestrained in criticising the murky dealings at Nukem and Transnuclear...

Fuel. A total of 321 drums have turned up at West German nuclear storage sites... Second, according to Hesse government officials Transnuclear and Nukem, both based on the sprawling nuclear industry complex at Hanau near Frankfurt...



built up momentum which even opponents fear may be unstoppable. Nukem, employing 900 people, makes nuclear fuel elements for advanced high temperature power plants and research reactors.

Grimm smile of a nuclear town

HANAU may have been the birthplace of the brothers Grimm, but the tale of bribery and corruption in parts of the West German nuclear industry, whose headquarters is in the unappealing city of 97,000 inhabitants east of Frankfurt, has already gone beyond even the most macabre elements of their fertile imaginations.

Lombard The regulation of electricity

WHEN I asked a senior civil servant the other day how the newly privatised electricity industry would be regulated he said: "How would you like to do the job?"

A hole gaps in policy research

From Mr Alan Benjamin. Sir, William Wallace (Letters, January 14) has raised an issue which I feel is a fundamental component of the future quality of life in Britain.

Letters to the Editor

requirements. The contrast between London and Tokyo which Dr Wallace so sharply depicts is a valuable contribution to the debate. Action is needed.

City pilots will need good eyesight

From Mr J.C.C. Swood. Sir, I hope pilots flying the outbound route from London to Gatwick, backing the approach to Gatwick, have good eyesight.

Advertisement for Generale Bank featuring a portrait of a man in a suit and hat. Text includes: 'Talent knows no frontiers.', 'Generale Bank, formerly known as Société Générale de Banque, is Belgium's number one commercial bank...', and 'Belgium's Leading Bank.'

A stable market is where shares are bought on individual merit

From Mr Ian C. Forsyth. Sir, To take Michael Hughes's last point first (Letters, January 9), I like many others, do not feel very comfortable in a prolonged and often irrational bull market.

Airbus and the dollar squeeze

From Mr Didier J. Choix. Sir, Mr Michael Noir, the French Minister of Foreign Trade, recently declared that "the fall in the value of the dollar is a catastrophe for Airbus".

Airbus and the dollar squeeze

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FINANCIAL TIMES

Thursday January 21 1988

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Chris Sherwell in Canberra on bicentennial festivities with a mix of race and politics

The Australians with little to celebrate

AS CELEBRATIONS for Australia's 200th anniversary of white settlement move into top gear, the appalling fate of the country's indigenous Aborigines is coming under intense scrutiny.



Aborigines: shorter lives and higher unemployment

The issue has become inescapably prominent as Aboriginal groups mount protests at important bicentennial functions and insist that, for them, there is nothing to celebrate.

There are also social problems like glue sniffing and alcoholism, not to mention the outright racial prejudice they regularly experience at the hands of whites.

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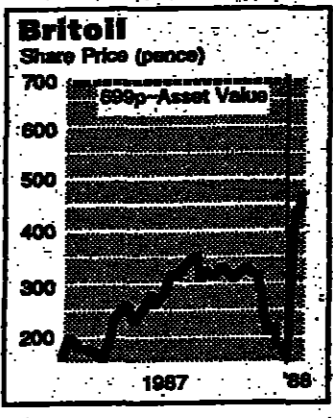
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THE LEX COLUMN

A self-portrait in oils

Britoil has done itself no kindness in producing an asset valuation 55 per cent above BP's offer and nearly four times higher than its share price last month.



To the Monopolies Commission and is then ruled to be against the public interest, the KIO may be required to freeze its stake or limit further purchases.

Nokia/Ericsson Ericsson's decision to sell its data systems business to Nokia, which is rapidly earning a reputation as Finland's most acquisitive company, is yet another sign that the trend towards telecommunications companies getting involved in data processing, and vice-versa, is proving very hard to implement.

Ericsson in deal with Nokia

ERICSSON, the Swedish telecommunications and electronics group, has agreed to sell a significant part of its troubled Information Systems Division to its Nordic rival, Nokia.

Nato heads to meet in advance of Reagan-Gorbachev summit

NATO's 16 heads of government will meet in Brussels on March 2 and 3 to discuss the alliance's policy ahead of the summit between US President Ronald Reagan and Mr Mikhail Gorbachev, the Soviet leader, planned for May or June in Moscow.

France tops UK in skills

FRANCE TRAINS between 2 1/2 and 3 times as many qualified mechanical and electrical workers as the UK, according to a report published today.

A.H. Robins

Good drugs companies are impossible to buy, and even the bad ones are dear. So when a reasonable company with a respectable product line is laid low by lawsuits, the opportunities are quick to move in.

Ex-bankers

At a time when many of the world's biggest banks are reporting record losses it is refreshing to see that at least one bank - Den norske Creditbank - is applying the principle that if you lose enough money even the chief executive sometimes has to go.

Backing for stronger EMS

WEST GERMANY'S Foreign Minister, Mr Hans-Dietrich Genscher, yesterday threw his government's weight firmly behind strengthened European monetary co-operation and the idea of a European central bank.

Iran controls hostages

Continued from Page 1 said he was in touch with Sheikh Mohammed Hussein Fadlallah, the Shia cleric and mentor of Hizbollah (the Party of God), the Iran-backed group which is believed to be responsible for the kidnappings.

Israeli troops beat refugees

In a statement from Sidon, in Southern Lebanon, the PLO took responsibility for the night clash, which took place not far from the north of the town of Qiryat Shmona.

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World Weather table with columns for location, temperature, wind, etc.

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INTERNATIONAL APPOINTMENTS

Ex-US Navy Secretary joins PaineWebber

FORMER Secretary of the US Navy Dr John F. Lehman Jr, aged 45, has joined the investment banking division of PaineWebber Inc. as managing director.

PaineWebber Group Inc. is the parent company of PaineWebber Inc., one of America's leading securities firms, which together with PaineWebber International and Mitchell Hutchins Asset Management, serves the investment and capital needs of a worldwide client base.

Mr Donald E. Marron, PaineWebber Group's chairman and chief executive officer, said: "We are delighted that John Lehman has joined our investment banking team. His exceptional management skills and experience in a broad range of industries, including high technology, aerospace and defence, will enhance the firm's professional capabilities and benefit our client base."

"Attracting talented people such as Dr Lehman to our firm is yet another example of our commitment to building PaineWebber's investment banking business. Since 1984, we have increased our professional staff by 30 per cent, with particular emphasis on selected client industry groups, and on high-growth product areas such as mergers, acquisitions and leveraged buyouts."

In 1981, President Reagan selected Dr Lehman as Secretary of the Navy, a position he



held until his resignation last April. Prior to that appointment, he was president of Abington Corporation, a firm providing management consulting services to military contractors. Before this, his distinguished career in defence and foreign affairs spanned 10 years to 1977.

PaineWebber Inc. president Mr Donald E. Nickelson announced that Mr James F. Curley, 43, has been made executive vice-president and director of the company's futures division, and is also to serve as a director of PaineWebber International.

Mr Curley will be responsible for all aspects of PaineWebber's futures business, including floor operations, sales and marketing, and risk management.

For the past 17 years, he had been with E.F. Hutton, last serving as executive vice-president and head of its futures unit.

Mr Peter H. Riedener has joined PaineWebber International in Geneva as executive vice-president responsible for international retail sales, and also has been named a director, declared Mr John A. Bult, the firm's president.

In this newly created position, Mr Riedener is to oversee the development and marketing of investment products and services to individual clients outside the US.

He had been with E.F. Hutton since 1975, last serving as executive vice-president in charge of Hutton International, as well as a director of the board. His career in the securities industry began in 1960 with Merrill Lynch. He moved to Oppenheimer in 1972 to become vice-president, marketing.

New Inco director

THE LARGE Canadian nickel producer Inco has elected Mr Michel Belanger a director of the board.

Mr Belanger is chairman of the board and chief executive officer (CEO) of the National Bank of Canada. Previously, he was president and CEO of the Provincial Bank of Canada, and president and CEO of the Montreal Stock Exchange.

Chemical Bank UK managing director

CHEMICAL BANK, the fourth-largest US bank, has named Mr Janhara Musters a managing director in addition to his current title of chief operating officer for the bank in the UK.

Mr Musters, 39, is based in London and responsible for operations, systems, finance and human resources functions in the UK, West Germany and Switzerland. He is also responsible for planning and executing the integration of Chemical Bank International Ltd. (CBIL), Chemical's merchant banking subsidiary, with the London branch.

He joined Chemical in 1983 as chief of administration in the US group. In 1985, he moved to the investment banking division in a similar role, and in 1987 relocated to London to become chief administrator.

The resignation last week of Mr John Howland-Jackson as a UK-based managing director of Chemical, and head of international origination and CBIL, was said not to be connected with Mr Musters' promotion.

As previously announced, Mr Peter Alexander, 45, is replacing Mr Howland-Jackson on an interim basis while Chemical continues to ponder its UK strategy.

Mr M. Guy Heald, in charge of global foreign exchange, remains the other managing director based in the UK.

Accountancy group KPMG appoints Tax Centre chief

THE WORLD'S largest accountancy and management consultancy group, Klynveld Peat Marwick Goerdeler (KPMG), has appointed Mr David Gilburn partner-in-charge of the KPMG International Tax Centre in Amsterdam.

KPMG, created by the merger of Klynveld Main Goerdeler (KMG) at the beginning of 1987, has offices in 115 countries. There are 5,150 partners and 40,500 professional staff.

Mr Gilburn had been a tax partner in the Amsterdam office of Peat Marwick since 1981. The KPMG International Tax Centre's purpose is to serve KPMG tax partners around the world as a central enquiry response and referral base for international tax questions.

THE CANADIAN oil and gas producer and drilling contractor Bow Valley has announced the appointment of Mr W.H. Tye as president and chief operating officer.

Mr Tye, replacing Mr D.K. Seaman, who remains chairman and chief executive, was formerly executive vice-president.

Grandson of Dow Chemical's founder elected as a director

THE BOARD of Michigan-based Dow Chemical, which follows leader Du Pont as the second-largest US chemicals concern, has elected Mr Michael L. Dow as a director.

Aged 51, he is a son of the late Mr Alden B. Dow, a noted architect, and a grandson of Mr Herbert H. Dow, the founder of Dow Chemical.

In addition to being chairman and chief executive officer of General Aviation, in Lansing, Michigan, Michael Dow is a director of Chemical Bank and Trust Co., both of Midland, Michigan. He has served on the audit and compensation committees of Chemical Bank.

MONSANTO, the St. Louis-based chemicals and pharmaceuticals group, has appointed Mr Lawrence B. Skatoff, currently vice-president and controller, to the new position of vice-president, finance.

He will direct the worldwide activities of the controllership, treasury and tax functions. He will also be responsible for pension asset management, corporate acquisition and divestiture activities, and internal and external financial reporting.

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The company has reached a stage where it needs to recruit a Finance Director (designate) to take charge of the improvement and development of all the financial systems, controls, budgets and management accounts. There are about 20 accounts office staff and a sophisticated mini computer system in use.

You must be qualified, aged 30-40 and seeking an FD role where you will be able to make a real contribution to the development of a business, in return for a solid commitment. You should have experience of a very high transaction volume environment and welcome a "sleeves rolled-up" approach within a multi-branch operation. In due course share options are a possibility.

Please reply in confidence, giving concise career and salary details and a daytime telephone number, and quoting reference number 153. Geoffrey Rutland ACA ATIL, Executive Recruitment Division, Binder Hamlyn Management Consultants, 8 St Bride Street, London, EC4A 4DA, or call him on 01-353 3020 (office) or 01-878 8395 (home).

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and other disciplines. The focus is on the effective use of sophisticated management information and close involvement in commercial decisions.

Candidates must be qualified accountants and are likely to be aged around 30. Your track record of increasing responsibility should include working closely with line managers, providing financial input. Excellent communication skills, commercial judgement and resilience will determine your success in this challenging role.

Interested candidates should send a full c.v. quoting Ref: L307, to Heather Male at Slade Egor International, Metro House, 58 St. James's Street, London SW1A 1LD or telephone her on 01-629 8070. All applications will be treated in strictest confidence.

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Candidates, preferably qualified, must be able to demonstrate broad financial line management experience probably gained within a small to medium sized fast moving trading environment. A pragmatic and commercial approach will be essential coupled with an aptitude for computers and systems development. Experience with IBM 36 based systems would be a great asset. Relocation assistance will be considered in appropriate circumstances.

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techniques. Good communication skills are important and financial planning experience in the financial services sector would be useful, but not essential.

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Maxwell Communication Corporation plc, one of the UK's most dynamic and fastest expanding companies, is well on the way to achieving its goal of becoming a global information and communications company before the end of the decade.

The group's finance function plays a strongly pro-active role in driving the business forward and now needs additional confident, ambitious, business-orientated accountants to help its growth. Positions available throughout the UK range from business review at group level to company and divisional finance directorships and controllerships.

Candidates should be qualified accountants aged 25-38 with strong communication and commercial skills and preferably with experience in developing computerised information systems.

Those who believe they have the ability to reach the top of a highly ambitious company should apply to D. E. SHRIBMAN who is acting as advisor to the group.

HUDSON SHRIBMAN
THE COMPLETE FINANCIAL SELECTION SERVICE

Vernon House, Sicilian Avenue, London WC1A 2QH. Tel: 01-831 2323

APPOINTMENTS

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also appears

on pages

10 and 11

Director of Corporate Financial Services

Cable & Wireless plc

London based



to £70,000 + substantial benefits

Cable and Wireless plc is recognised and respected as a world leader in the international telecommunications industry and stands at the forefront of this rapidly expanding global market. The Group's major corporate objective of establishing a global digital telecommunications network, connecting the primary economic and financial centres of the world, is making rapid progress. In the UK Mercury Communications, a wholly-owned subsidiary, is forging ahead with its penetration of the UK market.

Against this background of rapid and dynamic growth, a new position has been created, reporting to Main Board level, for a Director of Corporate Financial Services. In this strategic role, you will have the opportunity to take a pro-active role in managing Group-wide activities in the corporate finance, treasury and taxation areas.

The need is for a highly talented professional with an impressive record of financial management success, probably gained within the treasury or related function of a large international organisation. Naturally you must have the drive

and stature to make a significant impact within this highly-demanding corporate headquarters environment. An excellent remuneration package, which is flexible to reward the outstanding candidate, includes a substantial salary and the chance to participate in attractive share option arrangements.

Please reply to Alison Hasley, advisor to the Director, Finance, in strict confidence with details of age, career and salary progression, education and qualifications quoting reference 5067/FT on both envelope and letter.

Deloitte Haskins + Sells

Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

Development Accountant - Investments

c£24K + mortgage subsidy

City of London

- Working closely with senior management on improving accounting techniques
- A challenging role requiring vision
- Part of a small team operating to the highest professional standards

Our client is a major, well established institution providing life assurance, pensions and unit trust management services. They enjoy a good reputation for their successful investment performance and are active in promoting professional standards within the Life industry. In a competitive market important contributions are made to performance by effective cost control and enhanced investment information. Consequently, they now wish to appoint an experienced Accountant to develop improved accounting techniques in their investment accounting area.

The Development Accountant, reporting to the Manager - Accounting Development, will be responsible for a small team initially concentrating its efforts on the implementation of a new investment accounting system and the management of a sophisticated CGT system. A key challenge of the role is that it requires the ability to identify, and gain commitment to, developments which are not currently in existence but can make a significant impact on future corporate financial efficiency.

Applicants will be Chartered or Certified Accountants with a minimum of two years post qualification experience; alternatively we would be interested in a newly qualified accountant with previous experience of accounting development work. A knowledge of investment accounting preferably within the Life and Pensions industry would be a major advantage. Career prospects are excellent with this fast growing organisation.

Write or telephone (24 hrs) for more information and a personal history form quoting reference 2260/FT.

C Kiddy and Partners

Recruitment and Organisation Consultants
43 QUEEN SQUARE, BRISTOL BS1 4QR. TEL. (0272) 245275



Group Accountant

London £28,000 + Car

Lex Service PLC is an international force in automotive and electronic component distribution. The company has an annual turnover of £1.4 billion and strong growth ambition. The company's overall strategy is underpinned by total commitment to service leadership through progressive management practices.

Internal promotion has created an opportunity within the corporate finance department for a graduate chartered accountant with three years' or more post qualification experience, gained with a 'big 8' firm. For the right person this is an excellent opportunity to move from practice into industry. Based at the corporate head office in the West End, you will be responsible for the direction and co-ordination of the group's consolidated

financial and management information. This will require close liaison with the treasury, taxation and corporate planning departments as well as with the various businesses.

A strong personality and a flair for technical detail are needed in this high profile job. You will have the support of a staff of 8 people and excellent computer resources. In addition to strong technical and communication skills, you must have the potential for rapid advancement within the group.

If you believe you have the ambition, commitment and ability to succeed in this challenging environment, please contact David Northmore on 01-831 2000 or write to him at Michael Page Partnership at 39-41 Parker Street, London WC2B 5LH.

Michael Page Partnership

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham Manchester Leeds Glasgow & Worldwide
A member of Addison Consultancy Group PLC

Business Appraisal Executive

Central London around £23,000 + car

A major international group (T/O £900m), which has experienced significant earnings growth, seeks a Business Appraisal Executive to join this key Head Office department. Working through the Departmental Head, who is directly responsible to the Board, the business appraisal team adopts an aggressive approach to all matters appertaining to the Group's short and long term plans, as regards acquisitions, capital projects and the review of all operating plans and major tenders. Candidates (male/female) who are either MBAs or Chartered Accountants, with some contract/tendering experience, will find this vacancy both challenging and exciting. Promotion prospects are excellent. Ref: 1475/FT. Write or telephone for an application form or send full details (with telephone numbers and current salary) to R.P. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Telephone: 01-493 0156 (24 hours).

Phillips & Carpenter

Selection Consultants

FINANCE DIRECTOR

Lancashire/Yorkshire Border

c £32,000 + Car + Substantial Bonus



Our client is a subsidiary of a major international company, and is a well known manufacturer of branded consumer goods with operating companies in Australasia, Europe and the United Kingdom.

An internal reorganisation has created the requirement for a commercially minded Finance Director for the UK operation, which contributes approximately 45 per cent to the Group turnover. This highly visible and crucial appointment reports directly to the UK Managing Director and functionally to the Group Finance Director.

Supported by a team of some 25 individuals, the broad responsibilities of the position include budgets and planning, management accounting, costing and pricing, and financial accounting. The company has an IBM System 38 Computer.

The obvious breadth of this role requires that candidates should be qualified accountants, ideally aged 33 - 38, who can clearly demonstrate previous experience of working within a large company in a fast moving consumer goods environment. Strong technical skills, especially in the area of cost accounting, previous experience of IBM or similar systems together with excellent inter-personal and communication skills are essential.

In addition to the excellent remuneration indicated above, a relocation package will be available if required.

Interested individuals should telephone Peter Flammings, or write enclosing a resume and current salary details to: FMS, 14 Cork Street, London W1X 1PF (Tel: 01-491 3434).

FMS

Search and Selection Specialists
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Financial Management

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BASED CENTRAL LONDON

Internal auditing for Chevron, one of the world's major oil companies, means more than just poring over the books. It provides genuine career development plus the opportunity for extensive travel throughout the UK, Europe, the Middle East and Africa.

In these vital roles, you will appraise systems and controls and present objective recommendations to the senior management of our exploration, production, refining and marketing operations. Leading or working with joint-venture review teams will also be an important part of your responsibilities.

These are excellent career openings for qualified and part-qualified accountants who are ready to step into a high level role in international audit with the potential and the ambition to move into the mainstream financial area.

Our significant North Sea interests and vigorous exploration programmes ensure that these are careers with a future. Excellent salaries will be geared to qualifications and experience. A first-class benefits package includes generous relocation assistance where appropriate.

Make your move into the international oil business and telephone Jane Barber on 01-487 8786 for an application form. Chevron Petroleum UK Limited, 2 Portman Street, London W1H 0AA.

We are an equal opportunities employer.



CAREER OPPORTUNITIES FOR QUALIFIED ACCOUNTANTS

W. London and Banbury



Polymark International PLC, turnover in excess of £30m, manufactures and markets/distributes a diverse range of engineered products and services through UK and overseas subsidiaries.

Following a period of restructuring and reorganisation in recent years, the group is now strongly returning to stable growth and profitability and seeks to strengthen its financial and management accounting function, at least partly to meet planned future expansion.

GROUP FINANCIAL ACCOUNTANT

Based at Group Head Office, West of London, a qualified accountant, aged 28-35, with at least 3 years post qualifying industrial experience, to work at the centre on a wide range of finance matters in an International Group. Quote Ref: PP/726

FINANCIAL CONTROLLER

Based at the Group's major UK subsidiary at Banbury, a qualified accountant, aged 30-40, with broad financial and management accounting experience, perhaps in a variety of manufacturing and/or distribution environments. Quote Ref: PP/727

The package includes a substantial negotiable salary and bonus, car and assistance with relocation where appropriate. Prospects are excellent within a Group now poised for profitable growth. For further details and an application form please telephone Windsor (0753) 867175 (24 hrs) or write with CV to Peter A Page, Senior Consultant, Human Resources, 3i Consultants Ltd, 8 High Street, Windsor, Berks SL4 1LD quoting the appropriate reference.

3i Consultants Ltd
Human Resources



A WEALTH OF EXPERIENCE

MORE THAN JUST TAX

London W1

c£27,000 + car

A highly successful and acquisitive publicly quoted diversified group has created a new position within its small head office team.

Reporting to the Financial Director you will have specific responsibilities for all taxation affairs of the group and its operating companies. This will include compliance work, group planning and monitoring of new corporation tax and VAT legislation. There will also be involvement in group acquisitions and other investigations.

However, as part of this small team you will also be expected to make a contribution in other areas according to your own preference or abilities - this could include a company secretarial or systems specialization role.

Aged 28-32 you must be able to offer a sound professional training and qualification, specialization and commitment to taxation and interest in and experience of any other head office role. Career opportunities will therefore be available at either group or operating company level.

Please write enclosing a career/salary history and daytime telephone number, to John P. Sleight FCCA quoting reference 1653/85.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 01-405 3499

LLOYD MANAGEMENT

Financial Controller

South London **£35,000 salary package & F/E car.**

Our client, a substantial fast moving consumer goods company, is seeking to recruit a Financial Controller. Already an established household name the company has ambitious plans to expand further through acquisition and organic growth.

The position reports to the Financial Director and it is intended that within eighteen months of appointment your performance will justify early promotion to that position.

Your responsibilities will include the day to day management of a large finance function, many of whom are qualified accountants. The role will be broadly based however and you will be expected to make a significant contribution to the overall commercial development of the company.

Candidates will be qualified accountants, probably in their early thirties, with strong management experience and excellent interpersonal skills. This is a challenging position for an outgoing, commercial accountant, who possesses the drive and tenacity to succeed.

Interested applicants should write enclosing their Curriculum Vitae, daytime telephone number and quoting ref: 201 to Philip Rice, MA, ACMA, Whitehead Rice, 295 Regent Street, London W1R 8JH.

Whitehead Rice

MANAGEMENT SELECTION

TAX PARTNER DESIGNATE Central London £35,000

This very senior post requires a candidate of the highest calibre, technically & personally. In order to contribute to developing the tax function of this medium sized practice, the successful appointee will provide a consultancy/advice service to partners and clients on highly complicated technical issues. ACA (ATI Advantageous) In the first instance please contact David Paton on 01-734 4836. Finance Recruitment Executive Search & Selection

Finance Director

Birmingham
£25,000 + car

This major subsidiary (to £30m) of an acquisitive UK plc is involved in the wholesale and distribution of photographic and video products. The role has total responsibility for the finance function and candidates should bring a commercial approach to achieving further growth of the business coupled with a shirt sleeve style. Candidates should be qualified accountants, age indicator 28-35, with proven commercial experience, high level of commitment and strong personality. The future prospects within this dynamic organisation are not

purely confined to the financial area. The attractive package includes future share options and relocation assistance if applicable. Please write or telephone enclosing full resume quoting ref: 206 to:

Nigel Hopkins FCA,
97 Jermy Street,
London SW1Y 6JE
Tel: 01-839 4572

Cartwright Hopkins

FINANCIAL SELECTION AND SEARCH

CHIEF ACCOUNTANT

£20,000

South Wales

Dow Corning is the world leader in silicones and silicone chemicals. Our plant at Barry, South Wales is situated within easy reach of the beautiful Gower Peninsula and Brecon Beacons.

We are seeking a Chief Accountant, based in South Wales you will nevertheless work within a global context, your brief being to maintain the integrity of the U.K. financial database. This involves forging close links with our European Area Control Group in order to resolve conflicts and to interpret corporate and area functional policies. Leading a small accounting team, with the support of sophisticated computerised systems, you will bring a 'hands-on' approach to this position, providing creative solutions to business problems. You will be responsible for preparing the Company's financial statements, claiming Regional Development Grants, payment of suppliers and the payroll function; and you will liaise closely with external Auditors, Functional Managers and Controllers (in particular with the Barry Plant Manager and his staff).

We require a U.K. qualified Accountant (ACA, ICMA, ACCA)

or equivalent, with a University degree background. A familiarity with U.S. accounting standards and a high degree of computer literacy will be essential. You will also possess strong interpersonal skills and be comfortable operating in the international arena.

In return we offer a highly competitive salary as well as a superb benefits package comprising B.U.P.A., non-contributory pension and life assurance schemes, and full relocation expenses where appropriate.

The Barry site, offering a clean and modern working environment, is located near the capital city of Cardiff and all its amenities, close to many areas of outstanding natural beauty.

To apply, please write, enclosing detailed C.V. To:

John Cook,
The Industrial Relations
Department (Ref. A1),
Dow Corning Ltd, Barry,
South Glamorgan CF6 7YL.

DOW CORNING

FINANCIAL CONTROLLER DIRECTOR DESIGNATE

North Notts

Excellent Salary + Car + Substantial Benefits

SUCCESS THROUGH INNOVATION

The establishment of financial controls and information systems within a rapidly expanding textile finishing and laminating production unit, demands both professionalism and pragmatism — delivered accurately and concisely.

These are the principal challenges faced in establishing a function which encompasses production and management accounts, payroll budgetary costing and cash-flow analyses.

Qualified to CMA/CCA level and aged between 28-40, the successful applicant must be able to demonstrate a record of achievement within a production environment.

In addition to an excellent salary, this career position attracts substantial additional benefits reflecting the importance of the role.

For further details and an application form, please write to Simon Brookfield, Senior Consultant — Human Resources, 3i Consultants Ltd, 34 Park Cross Street, Leeds LS1 2QH, or telephone Leeds (0532) 459469 (24 hour reply service) quoting Ref: NR/725.

3i Consultants Ltd
Human Resources

3i A WEALTH OF EXPERIENCE

GROUP ACCOUNTANT

City

to **£35,000**
+ Car

Money broking, leasing and financial futures dealing are the core business of this international group. Their rapid and continuing expansion has created an exceptional opportunity for a qualified accountant. This increased activity has resulted in a higher degree of complexity and consequently the main objective of the position is to co-ordinate the group's financial performance and to liaise with bankers, shareholders and senior management.

The role will carry overall responsibility for the accountants for the trading subsidiaries and subsequently the production of the consolidated report within strict deadlines for the head office. The position will encompass the provision of advice on technical matters, corporate taxation planning and reports on potential acquisitions and funding arrangements. There will be extensive involvement in the development of the financial accounting systems and the enhancement of the consolidation technique.

To be considered for this key role, ideally you will be aged 30-40, be seeking the opportunity to grow the business and will possess experience of group accounts preparation, UK corporate taxation reporting and proven management skills.

Interested applicants should write to the address below or telephone Sarah Adcock, Manager, Accountancy Division, quoting ref: CG0850. Telephone (01) 256 5041 (out of hours (01) 981 5963)



Management Personnel

10 Finsbury Square, LONDON EC2A 1AD.

MANAGER

City

FINANCIAL CONTROLS & PLANNING

c. **£30,000 + 25% Bonus**
+ Car + Benefits



EXECUTIVE SELECTION DIVISION

An outstanding opportunity to achieve board level status with this £300m turnover company. The organisation's progressive style has enabled a high level of growth both organically and by acquisition. This publicly quoted company is now targeted on an accelerated expansion programme which will jettison it into the top league of 100 UK companies in the early 1990s.

The position has a direct reporting line to the Group Managing Director with whom this person will initiate, review and progress acquisitions and produce commercial evaluations. Also having overall responsibility for the Group's strategic plans, including action to protect the Group from potential exposure problems resulting from large acquisitions. The role is clearly very high profile requiring regular meetings with Divisional Managing Directors and Divisional Finance Directors.

The ideal candidate, a qualified Accountant, aged to 45, will have experience of a major multinational with some international business, proven analytical evaluative and interpretative skills, and will have held a senior Divisional Controller's position. Strong commercial flair, combined with an excellent personality and fluency in either French or Spanish are essential.

To discuss this position in further details, contact Harsa Savjani on 01-629 4463, alternatively write to her at the address below, enclosing a comprehensive current career history.

HARRISON WILLIS

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

GROUP FINANCIAL CONTROL

a high profile corporate role

ACA mid/late 20's to **£27,000 + mortgage etc**

Our client is one of the UK's largest and most influential financial services groups. Reorganisation of its long established businesses together with numerous acquisitions and new ventures have enabled it to consolidate its dominant position in this rapidly changing and competitive sector.

A high calibre accountant aged mid/late 20's is sought to strengthen the small high profile group financial team based in Central London which produces the group's annual and quarterly accounts and investigates and advises on all matters of financial significance to the group.

Emphasis will be on accounting projects and will include acquisitions, corporate finance, monitoring the usage and movement of group funds, capital structuring and advising on accounting policies.

This is an exceptional career opportunity providing challenge and experience on a scale not readily available elsewhere. The size and diversity of the group's activities will ensure that there are very extensive future career opportunities, either at group or subsidiary level.

Salary is negotiable according to age and experience and benefits include a non contributory pension and subsidised mortgage.

Please write with full career details or telephone David Tod BSc FCA quoting reference D/660/TF.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA (01-405 3499)

LLOYD MANAGEMENT



- ◆ Salaries **£25,000 to £27,500**
- ◆ Company car
- ◆ Media/Advertising sector
- ◆ New Roles
- ◆ Board Level Reporting
- ◆ Age to 32

Raise your sights!

Financial Controllers Central London

Our client is a major player in the field of outdoor and specialist media advertising. Their operations encompass the management of thousands of sites in the UK, and at prestigious international airports throughout the world.

In response to a rapidly developing market and recent acquisitions the Group have identified the need to appoint two key financial figures. The appointees will liaise closely with the Group's Financial Director and keep him fully briefed on all important matters.

Preference will be given to applicants who are graduate, qualified accountants with a minimum of two years post-qualifying experience in the service industries. Experience of computer systems implementation would be useful for both positions. Experience of foreign exchange and fluency in another language would be particularly valued in one position.

The Group seeks assertive, decisive and innovative individuals who can demonstrate the potential for future advancement. The maturity and diplomacy to interact effectively with all levels of staff is of paramount importance.

Written applications, enclosing an up to date CV, should be submitted in strict confidence to Malcolm Edgell BSc FCA or to Carol Sammers BA at 410, Strand, London WC2R 0NS quoting reference 8317.

FINANCIAL & MANAGEMENT RECRUITMENT CONSULTANTS
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LONDON · BIRMINGHAM · LIVERPOOL · MANCHESTER · ABERDEEN · EDINBURGH · GLASGOW
DOUGLAS LLAMBIAS ASSOCIATES LIMITED, 410 STRAND, LONDON WC2R 0NS
TELEPHONE: 01-836 9501



Management Accountant

Prospective Finance Director

To £18,000 West Midlands

This fast growing £20m high technology company is being backed by a multi-national parent Group which sees this business sector as an important element in its plans for the 1990's and beyond. To sustain its current and future growth pattern, senior management is well aware of the need to provide a full range of computerised business systems and first class financial support.

An alert and innovative ACMA is required for the position of Management Accountant, directly accountable to the Finance Director for the introduction of quality financial information into the management decision-making process. Planned computer development will provide an opportunity to upgrade both budgeting and product costing systems and to extend considerably the level of effectiveness analysis work.

Previous experience in a manufacturing environment is important, together with a keen analytical mind and the interest and enthusiasm to become fully involved in the business. Applicants should have the ambition, drive and ability to progress to a subsidiary company finance directorship or similar role within the Group, whose policy is to actively develop the careers of its finance staff through its many units and several divisions. Age guide: 25-30.

Interviews will be carried out locally and candidates should reply in confidence quoting ref: E105 to:

Margaret Mitchell
Mason & Nurse Associates
5a Station Road, Egham
Surrey TW20 9LD
Tel: 0784 71255

Mason & Nurse
Selection & Search

MANAGEMENT ACCOUNTING

FOR ONE OF THE UK'S LARGEST CONSTRUCTION PROJECTS - THE CHANNEL TUNNEL

These accountancy opportunities are with Transmanche-Link - the dynamic consortium formed from 10 major construction companies (5 British and 5 French) - fully responsible for constructing and monitoring the entire project over the next 5 years.

This multi-billion pound venture requires tight financial control and extremely high standards of accounting procedures.

In order to sustain our efficient business practices, several new accounting positions have been created. We need:

SENIOR ACCOUNTANTS ACCOUNTANTS ASSISTANT ACCOUNTANTS

Originally based in Ashford, Kent, but transferring shortly to the Folkestone area, these positions are seen as being vital to the success of the project and embrace a wide range of responsibilities. These include each accountant becoming involved in one specific area of the contract, the preparation of budgets, detailed forecasts and cost reports in order to assist site management in minimising expenditure.

Formal qualifications to ACMA/ACCA level are required, ideally supported by several years' directly relevant experience gained in the UK.

Attractive salaries are offered together with benefits which include positive assistance with relocation or a subsistence allowance as appropriate, a company car at accountant level or above, pension and sick schemes, etc.

Please send sufficient career details to warrant an early interview to:

Mr Stewart West, Recruitment Manager, Transmanche-Link,
Channel Tunnel Contractors, Translink J.V. U.K. Operations,
Charter House, Park Street, Ashford, Kent TN24 8EZ.
Tel: Ashford (0233) 46601.

TML

We supply the best T-Shirts & Printing in the UK & therefore can offer the best rewards.

Financial Director



By constantly providing our customers with what they want, when they want it, GBTCT has become one of Europe's largest T-Shirt printers and the Group currently turnover in excess of £10 million p.a. We are an independent company which believes in self-motivation and this has enabled us to develop a range of products which gives us a unique position in the marketplace.

We are the only company in our field to unconditionally guarantee a T-Shirt and this is called a SUPATEE.

Since our expansion in Corby in 1987, we have been recruiting people from all disciplines to join our team. We offer excellent prospects and rewards to all successful applicants.

We are currently looking for a Financial Director to join our team at the highest level. The suitable applicant will be:

- ★ A fully qualified accountant.
- ★ Capable of controlling a group of companies.
- ★ Experienced in import finance levels around £5m p.a.
- ★ At a time in their career where a challenge is necessary.
- ★ Highly motivated when results are rewarded with Equity options and a package circa £40K.

All applications should be made in the first instance, sending a full C.V. to Great British T-Shirt Company, Baganne Campus, Pymble Road, Wiltshire Industrial Estate, Corby, Northants NN17 2JX marked for the attention of Judith Shaw. Tel: 0273 - 40967.

DYNAMIC GROUP ACCOUNT WEST LONDON

£20,000 + car

We are looking for a young, dynamic chartered accountant, with 1 to 2 years post qualification experience, to report to our group finance director. FTC Holdings PLC is a fast growing, international marketing services group with a turnover in excess of £40 million.

This is a new post, following the recent enlargement of the group, and will initially involve monitoring and reviewing subsidiary company management accounts, and their consolidation, together with systems development and implementation. It is intended that this position will expand to cover involvement in acquisition investigation and appraisal. It is unlikely that the successful candidate will remain in this position for more than three years as the rapid expansion of the group offers many opportunities for career progression.

Please reply with full CV to:

Rona Enson, FTC Holdings PLC, Sinclair House,
The Avenue, West Ealing, London W13 8NT

FINANCE EXECUTIVE - LONDON

BUILD ON YOUR ASSET FINANCING EXPERIENCE

To stay at the forefront of worldwide communications today requires the development and proper exploitation of frontier technology, deploying the very latest earth stations, satellites, fibre optics, submarine cables etc. all controlled by specially designed state-of-the-art computing systems. These form the core of our assets. The function of financing these assets is a major task - both in size and complexity.

Within the world of high technology, few companies can match the breadth and depth of Cable & Wireless. In no less than forty five countries, worldwide, the Cable & Wireless Group is the clear leader in national and international communications.

We are now looking for an additional person to join our existing professional team. You could possibly be working currently in a banking environment or for a multi-national of similar status. The person we are looking for will have a strong personality and have an

attention to detail that will enable them to 'argue their case' at the highest levels. You must be able to communicate effectively, both within and outside the Group, as you will be heavily involved in the decision making process to obtain the most cost-effective financing for major capital expenditure.

You should be familiar with a broad range of asset-based financing techniques. You will have some experience in their applications and capital markets, commercial paper programmes and aid support programmes worldwide.

You should have an honours degree or business degree specialising in finance, whilst an MBA, ACT, or recognised banking qualification, would be an advantage. As you would expect, the job involves the use of computer based systems, so a familiarity with P.C.'s is important.

The salary and fringe benefits package is open to negotiation, based on your individual experience. The relocation package will be similarly generous, for anyone requiring it.

To find out more about this challenging career, please phone 01-405 4980 (24hrs) for an application form or write with career details, quoting ref: R721/FT, to: The Recruitment Manager, Cable & Wireless plc, Mercury House, Theobalds Road, London WC1X 8RX.

Cable and Wireless
Helps the world communicate

INTERNAL AUDITOR

Salary: c.£23,000 pa + excellent banking package

A major French bank with a staff of 80 seeks an Internal Auditor who will be responsible for establishing and implementing the annual audit plan and for liaising with External Auditors and Head Office Inspection team.

The position has been upgraded to reflect the importance of the role and the impact of the Financial Services Act, and reports to the General Manager.

Candidates must be experienced in UK banking activities and accounting practices, and should be prepared to develop the new office of Compliance Officer within the organisation. A knowledge of French would be helpful, plus organisational qualities and the ability to forge good relationships with colleagues.

Interested applicants should write in confidence, enclosing a comprehensive Curriculum Vitae with daytime telephone number, to:

Box A0788,
Financial Times,
10 Cannon Street, London,
EC4P 4BY.

FINANCIAL CONTROLLER

SUNBURY ON THAMES

£22,000 + Car + Bonus

The Company is a rapidly expanding manufacturing business involved in the manufacture, sale and distribution of high quality toiletries and toiletry gifts. Growth has been consistent and profitable with exciting prospects for the future, possibly culminating in a USM listing.

This expansion has created a demand for a commercially orientated manager to join a young team of professionals. The priority is to develop a solid finance function, instantly responsive to the needs of the business. Specifically, this will include developing accounting and related management information systems.

Candidates will be qualified accountants, able to provide evidence of successful contribution to a demanding, smaller company environment.

A strong personality combined with commercial flair and a flexible, hands-on approach are all essential to success. In addition computer literacy, sound organisational skills and the ability to work closely with the management team and become involved in all aspects of the business. Preferred age: Mid 20s to 30s.

To apply please write enclosing personal, career and salary information to:

Valerie McFarley, Executive Selection Division,
Hacker Young Management Consultants,
59 Alhambra House, 2 Fore Street,
London EC2Y 5DL

Hacker Young
MANAGEMENT CONSULTANTS

VIKING PROPERTY GROUP GROUP FINANCIAL CONTROLLER

The Viking Property Group of property development companies with substantial programmes in both the United Kingdom and North America proposes to appoint a qualified accountant as Group Financial Controller. The successful applicant who is likely to be aged about 35 will be based at the Group's Head Office. In liaison with the present accountant, he will be responsible directly to the Joint Managing Directors for all financial aspects of the Group including:

- Financial reporting
- Management accounts information
- Budgetary control
- Data processing
- Assets and Cash Management
- Tax Planning
- Insurance
- Analysis and evaluation of Company acquisitions
- Administrative Systems

In addition he will assist in the assessment of the economics of contemplated development schemes, in the control of the expenditure of projects in hand and in the completion of the relevant legal documentation.

He will also be appointed Company Secretary to all the companies within the Group. Salary, car and other fringe benefits will be offered commensurate with age and experience.

Applications in writing with full CV and recent photograph to The Joint Managing Directors, Viking Property Group Ltd, Kilburn Hall, Kilburn, Derby, DES 0LU, marking the envelope 'Private and Confidential'

LONDON APPOINTMENTS

Financial Controller c£30,000 + bonuses

This is an important opening within a medium sized stockbroking firm which will enable you to exercise complete financial control and report to the Managing Director. You are a young (32 max) chartered accountant, probably with relevant financial sector experience, and confident in your ability to undertake extensive procedural/systems reviews whilst maintaining a critical reporting cycle. Your success will be rewarded by promotion to the Board within 2 years. Ref SEW 3095

Accounts Manager c£25,000 pa

Sustained expansion and a recent internal promotion in this international media and retailing group has created an excellent opportunity for a qualified (preferably ACA) accountant, aged 26-30, seeking career development in a prestigious head office role. Supervising several qualified staff, you will be expected to provide key analytical support in various acquisition and disposal projects in addition to managing a varied group accounting service. Ref PSW 3092

To find out more about these appointments, or the range of opportunities currently available, please contact Stewart Wright, Manager, Accountancy Appointments.

Telephone 01 408 1694 (out of hours 01 851 2502)



Management Personnel

2 Swallow Place, LONDON W1R 7AA.

CYNGOR SIR GWYNEDD COUNTY COUNCIL

County Treasurer

Salary Package c£38,000

The Council is seeking to fill this Chief Officer post by August, 1988 on the retirement of the present County Treasurer. As the Chief Officer of the Finance Department the Treasurer is responsible for giving financial advice to the County Council and he is generally responsible for the management of the Council's finances.

The Treasurer will be expected to contribute to the corporate management of the County Council through the Chief Officer's Management Team. Applicants should be qualified accountants (preferably CIPFA) with considerable local government experience and extensive experience in a senior position. They should have proven management ability in a large and complex organisation.

Ability to communicate in Welsh and English essential.

Car allowance and assisted purchase facilities available. Financial assistance for removals and resettlement expenses available in appropriate cases.

Application forms and further particulars available from the County Personnel Offices, Caernarfon, LL55 1SH.

Tel (0286) 4721 ext 2078.

Closing Date: 8th February 1988.

LONDON'S OLDEST FIRM OF CHARTERED ACCOUNTANTS

Requires experienced all-rounder for general practice division. Sound tax knowledge essential. Partnership prospects for the right candidate.

Applications in writing to:
The Staff Partner, Beggles, 6 Raymond Buildings,
Grays Inn, London WC1R 5BP

Divisional Financial Controller

c.£25,000 S.W. Midlands

This position includes a substantial commercial element in addition to orthodox financial management, with high visibility which includes working at board level, deputising for the Finance Director and handling a variety of important external relationships. The responsibilities include evaluating, progressing and controlling projects, joint ventures and acquisitions; providing support to optimise pricing decisions, bid negotiations and submissions; developing the divisional corporate strategy; and interpreting and reporting on financial results and performance. The organisation is a £70m division of a substantial British industrial multinational which offers good long term prospects to successful finance staff. Through technical innovation, product performance and reliability the division has become a market leader and is recognised as a key supplier worldwide. Applicants should be graduate accountants aged 28-35, with well developed commercial acumen in addition to sound technical skills. Initiative and enthusiasm are essential in addition to the professionalism to be of influence at board level. Relevant previous experience is important, gained in a commercially orientated manufacturing/industrial group or large company. Relocation assistance is available if necessary. Initial interviews will be conducted locally. Please reply in confidence quoting ref: E107 to:

Adrian Edgell
Mason & Nurse Associates
5A Station Road, Egham
Surrey TW20 9LD
Tel: 0784 71255
Offices in London, Birmingham and Egham.

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Finance Recruitment, 2/3 Golden
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For further information
call 01-248 8000

Tessa Taylor
Ext 3351
Deirdre Venables
Ext 4177
Paul Maraviglia
Ext 4676
Elizabeth Rowan
Ext 3456
Patrick Williams
Ext 3694

PARKFIELD GROUP PLC

During the past three years, Parkfield has been transformed from a foundry company with annual sales of £4 million into a highly profitable manufacturing and distribution group with annual sales in excess of £250 million.

Parkfield has a strong balance sheet and is therefore very well placed to take advantage of the considerable opportunities that exist for the organic growth of its companies and for making future acquisitions.

The position of Group Financial Controller reports to the Group Financial Director whose own role is very strongly business development oriented.

The Controller's responsibilities are those normally associated with such a position, however, considerable emphasis is being placed on the development of financial policy, systems, procedures and controls. Other areas of particular importance are treasury and management information. There will of course be involvement in acquisitions.

Candidates should be qualified accountants, preferably in the age range 35-45. Experience at both Plc Group level and at operating company level is desirable, as is an understanding of manufacturing and distribution companies.

Candidates should also be self-starters, with a high degree of commercial acumen, technical strength and well developed interpersonal skills.

Salary is negotiable and will not present a barrier to the recruitment of an outstanding candidate.

Write including a full CV to Tim Elster, Parkfield Group Plc, Longdene House, Longdene Road, Haslemere, Surrey, GU27 2PH.

GROUP FINANCIAL CONTROLLER

HASLEMERE, SURREY
SALARY NEGOTIABLE
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SHARE OPTIONS, ETC.

Finance Director

South East England

£35K-£40K + Executive Car

Our client, a private company is an international produce merchant in the importing and distribution industry with a turnover of £15m. The company has existed for over 100 years and is a highly respected and well known supplier to all sectors of the food industry.

The company is now seeking a Finance Director. Reporting to the Chairman, you will be responsible for a small staff and for a full finance function using advanced financial support systems. Particular emphasis is placed upon timely, precise management information, particularly in the areas of contract commitment and foreign exchange exposure, and cash flow management including considerable bank liaison. Additional responsibilities include company secretarial duties, and liaising with external authorities.

The successful candidate will be a graduate

chartered accountant aged 28-33. You are likely to be currently in public practice with several years' experience at manager level. Experience of the "city", currency management, and the merchanting industry would be advantageous. Personal qualities will include strength of character, a high level of commitment, and a desire to have fun whilst creating wealth.

The compensation package includes a very competitive salary, a fully expensed quality car, family BUPA, and Life Assurance. After one year's service a share of the profits will also be offered.

If you match the demanding qualities that my client requires, please submit your CV to Wayne Thomas, Executive Division, Michael Page Partnership, Kingsbury House, 6 Sheet Street, Windsor SL4 1BG.



Michael Page Partnership

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Assistant Financial Controller

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c.£22,000 + Comprehensive Benefits

First Mortgage Securities is a leader in the development and funding of innovative and branded mortgage products. This new Group is backed by four major British institutional shareholders. To support the rapid growth of the business, they now wish to recruit a finance professional to play an important role in the future development of the Group.

Reporting principally to the Controller, you will assist in the implementation of all financial and management information systems to ensure that daily activity is carefully monitored and accurately reported at all times. Duties will also include the preparation of statutory and financial accounts, the production of the management information package, budgeting and assisting with the development of business plans. You will also be required to support the treasury and company secretarial function. The company's open management style will ensure access to senior management.

Candidates will be Chartered Accountants aged 25-30 able to demonstrate capacity for initiative and hard work, preferably having previous experience in the financial services sector. They should also have good PC based systems experience, strong interpersonal and communications skills and be able to function equally well both on their own and as part of a team.

For further information, please telephone or write, enclosing full career details to Martin Krajewski, Firth Ross Martin Associates, Wardgate House, 59a London Wall, London EC2M 5TP. Telephone: 01-628 2441.

Firth Ross Martin
FIRTH ROSS MARTIN ASSOCIATES LTD.

Group Accountant

Young Fast Growing PLC

Richmond

to £25,000 + car

Our client provides a complete range of building design, technical and project management services. Since their recent successful stock market flotation, they have achieved impressive and accelerating growth and several exciting new opportunities are under consideration.

Strong financial management is, however, critical to their success. They, therefore, wish to appoint a high calibre Group Accountant to be responsible to the Finance Director for the accounting, statutory reporting and cash management requirements of the group. You will also work closely with the management on the appraisal of acquisitions and their integration into the Group.

The position calls for a Qualified Accountant with several years broad based experience in commerce. We will be looking for high technical skill coupled with the ability to manage an efficient accounting function able to respond to the demands of a fast expanding business.

Located in the attractive riverside town of Richmond, the position offers an attractive remuneration package, including a fully expensed car. Career prospects are excellent in line with the ambitions of this innovative and acquisitive group.

Please send concise details, including current salary and daytime telephone number, quoting reference D2020, to W S Gillard, Executive Selection Division, Grant Thornton Management Consultants Limited, Grant Thornton House, Melton Street, Euston Square, London NW1 2EP.

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EXECUTIVE SELECTION DIVISION

This prime opportunity arises at a time of exciting new developments in the history of this remarkably successful direct marketing company. An impressive client list together with its innovative and decentralised style of operation enable continued progress.

The position reports directly to the Managing Director, and will involve close liaison on all matters of company policy and planning including new company formations and acquisitions; overall responsibility for improvement and implementation of systems, business forecasts, interpretation and communication of financial data.

The candidate profile is for a qualified Chartered Accountant aged to 35, with commercial experience. Essential qualities are, the power to disseminate financial data to more commercially and creatively oriented people, the ability to tackle any given set of problems and the strength of personality to consider the broader perspective.

To discuss this position in further detail, contact Harsa Savjani on 01-629 4463, alternatively write to her at the address below, enclosing a comprehensive current career history, quoting ref: HS 313.

HARRISON WILLIS

FINANCIAL RECRUITMENT CONSULTANTS

Cardinal House, 39-40 Albemarle St., London W1X 3FD. Tel: 01-629 4463.

Manager - Treasury Operations

Central London

c.£25,000 + Car

Our client is a prestigious British Group with widespread international interests and a record of consistent growth. The Group's manufacturing activities are at the forefront of modern technology and turnover exceeds £400 million.

A Treasury Operations Manager is sought to join a small highly professional team based at the Company's Headquarters in Central London. The principal duties will encompass day-to-day management of the Group's short-term borrowing requirements, investment of cash surpluses and foreign exchange management. He will have responsibility for the further development of the existing computer-based systems for treasury management and participate in the general liaison with the Group's bankers. In due course

the successful candidate is likely to gain exposure to other areas such as trade finance and the capital markets.

Applications are invited from qualified accountants, aged up to 30, who have spent at least one year in Treasury, including experience in a dealing environment.

Prospects of promotion both within the Department and to a senior line role in one of the Divisions are excellent. If you are excited by the challenge of working in a very progressive and innovative treasury environment, then write enclosing a comprehensive CV and daytime telephone number quoting ref. 482 to Tony Martin, Executive Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH or alternatively, to find out more telephone him on 01-831 2000.



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Accelerate your career... Financial Analyst Hertfordshire

Our client is a major subsidiary of a multinational Group and employs 350 people in the UK. The Group operates in 60 countries and has been established in the UK for over 70 years. Although the traditional lines of business include, inter alia, the manufacture of industrial automation and production equipment, the Group has also moved into areas of technology which offer new opportunities for growth.

Responsibilities in this newly created position will include analysis, evaluation and action in relation to Divisional profitability; close liaison with Marketing Divisions in achieving targets and investigating data; and the preparation and implementation of special programmes for the Finance Department, including those for the management areas of the Company.

You must be a qualified accountant, probably a graduate, and be able to communicate effectively with non-financial management. You must also be a forward-thinking individual with the ability to generate new ideas. In addition to being PC literate, you must be familiar with computerised General Ledger systems.

Interested applicants should write in strict confidence to Peter Green, enclosing a comprehensive CV, at Douglas Llambras Associates, 410 Strand, London WC2R 0NS, quoting reference number 8336.

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£25,000 p.a. S.W. London

For a varied role, created to assist the Financial Director in the longer term aspects of financial planning, particularly acquisitions/joint ventures; to monitor the performance of overseas companies in the USA, Europe and Australia; and to undertake a variety of ad hoc investigations and projects arising out of the expansion programme.

Applicants should be qualified accountants aged 25-35, with previous experience of company analysis/appraisals and business planning gained in industry or the profession. Ref. E113.

Systems Accountant

£25,000 p.a. S.W. London

To report to the Finance Director and play a key role in establishing, managing and implementing a coherent systems policy for the finance function. The company already operates integrated financial systems using DEC computers aided by linked P.C.s and a comprehensive range of software which will be subject to regular review and updating. Having gained a basic understanding of the organisation, the systems accountant will be responsible for the appraisal of existing computerised and manual systems and establishing opportunities for new systems; carrying through implementation of agreed proposals. The effectiveness of the systems is considered an essential element in the planned expansion of the business.

Applicants should be qualified accountants aged 25-35, with previous systems experience gained in an alternative commercial organisation or during systems audit work. Ref. E112.

Please reply in confidence quoting the relevant reference to:

Margaret Mitchell
Mason & Nurse Associates
5a Station Road, Egham
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Reporting to the Regional Managing Director, you will provide a full Management and Financial Accounts service to these developing Regions. In addition to your professional skills, you should be hardworking, enthusiastic and able to liaise with staff at all levels.

In addition to an attractive salary (negotiable), we offer a highly competitive benefits package.

Apply with CV to Miss H M A Bohan, Group Personnel Manager,
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Financial Administrator Solicitors

London W1 around £25,000

Faced with the requirement of an expanding practice our clients, a well established medium sized firm of Solicitors (with a total complement of 80), have created the demanding role of Financial Administrator. Working closely with the Partners the successful applicant will be responsible for all the accounting functions which are computerised and all aspects of administration including the supervision of the personnel function. He/she will consequently be the pivot around which all fee earning activities revolve. Candidates, aged 35-45, should as a matter of preference be professionally qualified but more importantly have gained experience in a similar position and possess the ability to communicate at all levels. Ref: 1472/FT. Write or telephone for an application form or send full details (with daytime telephone number and present salary) to R.P. Carpenter, FCA, FCMA, ACIS, 2-5 Old Bond Street, London W1X 3TB. Tel: 01-493 0156 (24 hours).

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As a qualified, or qualifying, accountant with well established p.c. skills, you will find there are excellent prospects for career progression both in the UK and elsewhere in Europe. The Company offers 8 weeks' holiday, a SAVE Share Option Scheme, BUPA cover and the opportunity to work in attractive offices overlooking St. Dunstons Dock in the Tower Bridge area.

Please contact Bill Curteis Tel: 242 6321, Personnel Resources Ltd., 75 Grays Inn Road, London WC1X 6US.

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The Obvious Choice

During the past three years, Parkfield has been transformed from a foundry company with annual sales of £4 million into a highly profitable manufacturing and distribution group with annual sales in excess of £250 million.

Parkfield has a strong balance sheet and is therefore very well placed to take advantage of the considerable opportunities that exist for the organic growth of its companies and for making future acquisitions.

A new position, of Group Internal Auditor, is to be created. We envisage a very compact but highly effective audit function whose role will embrace both conventional and operational audit. It will be both profit and control oriented and will reflect the Group's holding company philosophy, which is to give subsidiaries a very high degree of autonomy, while maintaining tight and highly specific financial controls.

Applicants should be able to evidence sound training and experience in audit, preferably but not necessarily, gained with one of the "big eight" firms. This should have been diverse in both type and size of company and should have been consolidated and enhanced by a subsequent period outside the profession.

Vitaly important is maturity of judgement and personal presentation and, therefore, the ability to create an audit presence that enhances both profitability and control.

Opportunities for personal growth are considerable and salary will not preclude the recruitment of an exceptional candidate who may very well be in a similar role at present.

Write including a full CV to Tim Elster, Parkfield Group Plc, Longdene House, Longdene Road, Haslemere, Surrey, GU27 2PH.

PARKFIELD
GROUP PLC

GROUP INTERNAL AUDITOR

LOCATION FLEXIBLE
SALARY c£35K + CAR
SHARE OPTIONS, ETC.

Financial Controller

City c£30,000

Our clients are the London operation of a successful major international company engaged in trading activities throughout the world.

A Financial Controller is to be appointed to control the London accounts function, produce regular financial and management information, and be responsible for treasury and foreign exchange operations. The business is fast-moving, and the successful candidate will be working as an integral part of a small, young team where a shirt sleeve approach is essential. This is an excellent opportunity to join a busy and profitable operation and participate in its growth.

The job would suit a young, qualified and energetic accountant, preferably chartered, ideally with experience in a financial services or other relevant business environment. Experience with computerised accounts systems would be invaluable.

Please apply with a full CV including current salary and daytime telephone number, quoting reference FT00 to:

BinderHamlyn MANAGEMENT CONSULTANTS

Roger Bull, Executive Selection Division
BinderHamlyn Management Consultants
8 St Bride Street, London EC4A 4DA

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New business development in a multinational company.

The Ventures Division of the Costain Group was set up just over a year ago to create work, mainly for companies within the Group's Engineering and Construction sectors, by direct equity participation in leaseable projects. The Division consists of a small number of people each with different professional backgrounds. They have individual responsibilities and areas of activity for specific projects but assist one another by providing specialist advice and input where necessary.

Within this framework the Division has created a new and exciting position, primarily to evaluate and advise on the financial and commercial viability of projects, investments and company acquisitions. There will be opportunities to initiate the identification and development of profitable equity investments and to negotiate the Company's involvement on acceptable terms. There will also be responsibility for maintaining the financial records of the Division.

Obviously, the Company regards this as a key position in its future development and will, therefore, be looking for candidates with a strong financial background, a further business qualification such as an MBA and/or significant experience in project finance.

The remuneration package will be competitive and will reflect the high level of ability and experience that the jobholder will bring to the Ventures team. The position is based in Woking, Surrey and assistance with relocation will be provided where appropriate.

Please write with full details of your experience and your achievements, explaining how you feel you can contribute to the work of the Ventures Division to Miss V Meehan, Personnel Manager, Richard Costain Limited, 111 Westminster Bridge Road, London SE1 7UE, or alternatively, telephone her on 01-922 8565.

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Based at the Head Office in Croydon, the successful applicant will manage the financial accounting function of the company.

Reporting to the Finance Director, your prime responsibilities will be:

- preparation of accurate and timely management and financial accounts
 - budgets, forecasts and cash flows
 - purchase and sales ledgers and investment accounts
 - treasury function
 - developing computer systems.
- You will have wide experience in both financial and management accountancy and staff supervision.

Candidates, aged 25 to 35, will be qualified or finalist and educated to degree standard.

Please send full c.v. together with details of your remuneration package, to:-
Mrs D Coles
British Steel Corporation
9 Albert Embankment
London SE1 7SN.

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Pages 10 and 11

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Reporting to the Financial Director, you will be responsible for producing regular reports on the Company's operating efficiency based on your audit findings.

This is an exciting career move for a Chartered or ACMA qualified Accountant who wants to gain industrial experience as a step towards a line management post. Rapid promotion is possible in Norton Telecommunications and the Siemens Group.

Please write with your career details and salary details, or ring for an application form to Mr. F. Merrick, Personnel Manager, Norton Telecommunications Limited, Bliton Way, Luton, Bedfordshire LU1 1UV. Tel. (0582) 454545.

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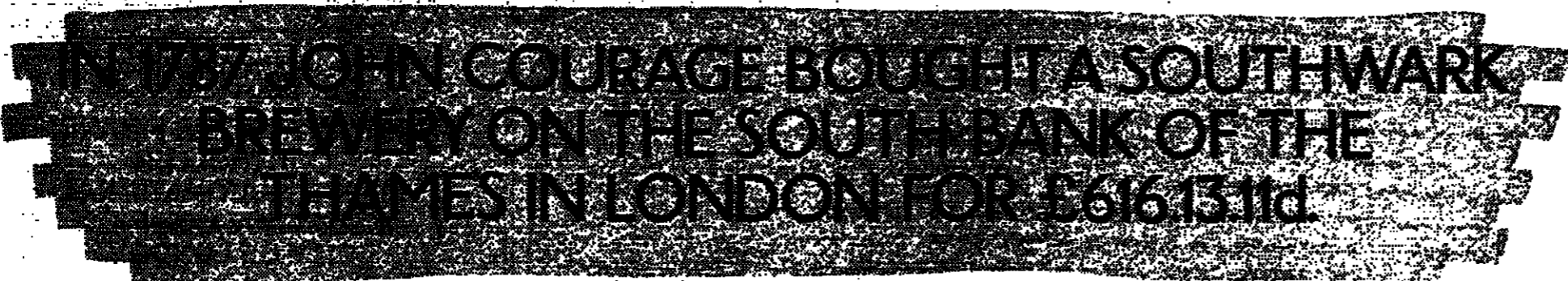
ACCOUNTANT

to head up its accounts team. The successful candidate is likely to be 25+, looking for a career move into his or her second commercial appointment, professionally qualified, computer literate, and capable of communicating well with staff, directors and artists. Specific responsibilities for accounts staff, monthly reporting, contract control, and continued systems development, with board level input to follow.

Salary on a scale £19-23,000. Applications in writing to:

Business Manager
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61 Collier Street
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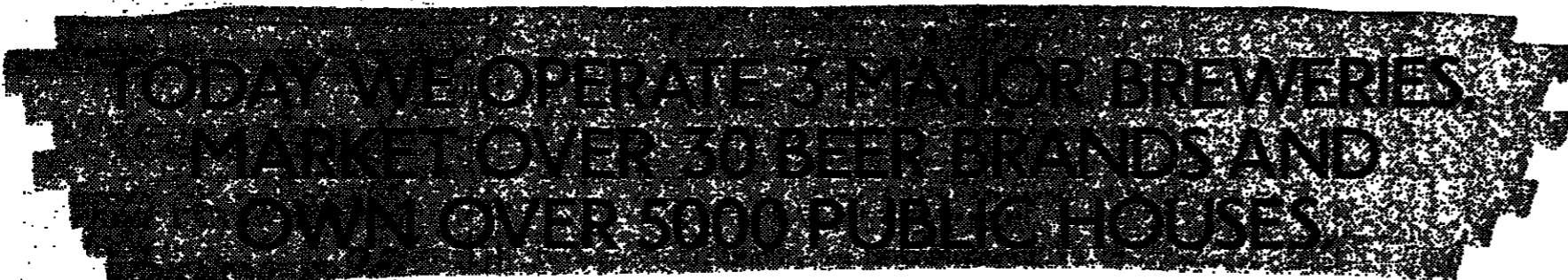


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Expansion means that there is scope for ambitious ACA, ACMA or ACCA qualified professionals to progress their careers within the company and elsewhere in the Elders Group.

Salaries up to £25,000, depending on experience, will be offered together with an excellent benefits package, which in most cases includes a company car and generous relocation assistance. All posts are based at our new headquarters in Staines.

To apply, send full cv to David Lyon, Personnel Manager, Head Office, Courage Ltd, Anchor Terrace, Southwark Bridge, London SE1 9HS.



WALLEM SHIPMANAGEMENT (ISLE OF MAN) LTD FINANCE DIRECTOR

We wish to appoint a Finance Director based in our offices located in Douglas, Isle of Man, who will join a team of three other directors responsible for running the Company on a day-to-day basis.

This is a challenging appointment which calls for good financial and management skills. The requirements are for a qualified accountant with, preferably, experience in a service industry and aged between mid-30s and mid-40s.

Salary is negotiable together with a generous relocation package.

Applications should be sent to:-
A. M. Delaney, Wescol House,
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HEAD OF FINANCE (DIRECTOR DESIGNATE) WINDSOR

**c £20,000 PER ANNUM + BONUS
+ CAR**

This is an opportunity for an enthusiastic, commercially aware, qualified accountant to join the senior management team of a small but successful publishing Company.

The NFER-NELSON Publishing Company is the UK's leading publisher and distributor of tests and assessments used by educationalists, clinicians and by personnel professionals for recruitment and by personnel professionals for recruitment and manpower planning. NFER-NELSON has an international reputation for quality of product and service.

The Head of Finance will report to the Managing Director and will be responsible for Company finance, order processing activities and also for the computer systems and for continuing the introduction of new technology into the Company.

The Company is based in attractive modern offices in Windsor Town Centre.

For further details and an application form please contact:
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The NFER-NELSON Publishing
Company Limited, Darville House,
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SL4 1DF Tel: 0735 858961



Internal Audit

City

c£25,000 + Car

Our client is pre-eminent in the world of international insurance and reinsurance broking.

The company wish to recruit an internal auditor to join their professional team and participate in the "risk analysis" approach to group financial control.

This position offers the right individual a stepping stone into the organisation, leading to a choice of excellent career paths.

The ideal candidate will be a recently qualified chartered

accountant who has trained with a major international practice, and has the ability to communicate at all levels.

Familiarity with computerised systems is required, and previous insurance audit experience is desirable but not essential.

Interested candidates should telephone:

Diane Forrester on 01-831 2000,
or write to her at
39-41 Parker Street,
London WC2B 5LH.



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International Recruitment Consultants

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FINANCE DIRECTOR

£27,000

+ Car

+ Bonus

+ Reloc

West

Midlands



**ROBERT
HALF**

Our Client is a well established and internationally respected group of U.K. companies with a turnover of £18m and which manufactures high quality hydraulic systems and components for specialist markets both at home and abroad. The group operates four British manufacturing plants and is itself an autonomous subsidiary of a major U.S. multinational with world turnover exceeding \$300 million. Recent growth has been steady with an emphasis on developing niche markets to original equipment manufacturers in construction, mining, materials handling, agricultural and defence industries.

The Finance Director will be expected to make a significant management contribution at both operating and group levels, controlling 4 managers and 25 staff in 4 locations and with total responsibility for the finance and IT functions. In addition to management information, treasury and U.S. reporting, the brief includes control of the continuing development and application of computer systems, including the installation of a major mainframe upgrade. As a key member of the small senior management team, and reporting to the U.K. Managing Director, this is a "hands on" position with emphasis on staff motivation and development. The successful applicant will be expected to contribute to decision-making across the complete range of business activities.

Suitable candidates will be mature and qualified Accountants, aged around 40, with solid manufacturing and computer systems experience who can demonstrate the sound thinking and broad range of business skills required in a senior executive role. The substantial remuneration package includes bonuses, benefits and relocation assistance if required.

Please apply directly to our Advising Consultant John Woodcock at Robert Half, Kennington House, Suffolk Street, Birmingham B1 1LN. Telephone: 021-643 1563, evenings 0386 750962.

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Group Financial Controller

... an international opportunity

US \$70/80,000

Antwerp, Belgium

Our client is an international organisation, principally concerned with tobacco and commodity trading and shipping. The Group has expanded impressively since it was established eleven years ago and turnover is now around \$170 millions.

In line with this growth, the financial function is being re-organised and there is now a requirement for a strong financial manager to report to the Group Managing Director. This will be a dynamic head office role with a brief not only to co-ordinate accounting activities worldwide but also to be responsible for all treasury and banking functions including credit lines for outlying operations.

The successful candidate will be appointed to the Group management board. It is likely that your qualifications will be based on the British system and equivalent to ACA. You should have gained several years' senior management experience in an international, commercial environment. Personal qualities will include ambition and assertiveness with above average energy and commitment.

If you consider that you have the necessary qualities, please write - in confidence - to Nigel Bates FCA, ref. B.34022.

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ASST. DIRECTOR OF FINANCE c£30,000+car+bens

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SW1

£25,000 + Car + Benefits



With a turnover in excess of £19 billion, B.A.T Industries is one of the largest enterprises in the world. Its principal activities are in financial services, retailing, paper and tobacco.

They are seeking to recruit a qualified chartered accountant to join their small group accounting team. This is a technically demanding role with responsibility for receiving, analysing and interpreting financial results from group operating companies. You will advise and consult on accounting policies and procedures to director level, both at the centre and at subsidiary company level and take a major part in the production of the group's published financial reports. This is a career position offering promotional prospects within the group headquarters and operating subsidiaries.

The successful candidate will be aged to 30, with experience of large listed companies either directly or through audit. The environment will appeal to ambitious, adaptable individuals who would enjoy working in a highly motivated team.

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INTL. COMPANIES AND FINANCE

Equiticorp loses A\$9m on share disposals

BY BRUCE JACQUES IN SYDNEY

MR ALLAN HAWKINS'S aggressive Equiticorp Holdings Group appears to have crystallised a capital loss of at least A\$9m (US\$6.4m) by staging two retreats in the process, he has fuelled a growing controversy surrounding Mr Larry Adler's exit last week from Cumberland Credit Corporation, the unsuccessful cashbox company.

Mr Hawkins disclosed yesterday he had sold his 12.35 per cent stake in Cumberland Credit and his 9.6 per cent interest in the fledgling Advance Bank Australia.

The Auckland-based entrepreneur, who surprised markets early this year by reaching agreement with the UK-based Redland over a carve-up of the Monier building products group, said the share sales reflected a strategy of concentrating on core businesses.

Mixed results at Japanese builders

By Ian Rodger in Tokyo

POOR RETURNS from the investment of surplus cash was one of the causes of a 25 per cent slump in the pre-tax profits of Mitsui Construction to ¥1.9bn (\$14.9m) in the six months to November.

Many Japanese companies invested heavily in the stock market last year and the negative effects on profits of last October's slump in share prices is expected to start showing up in income statements.

Mitsui Construction said its results were also affected by a decline in government contracts. Group sales rose by 2.4 per cent to ¥188.6bn. The company expects profits to improve in the second half.

It has forecast a pre-tax profit of ¥5.8bn for the 10 months to March 31, its new fiscal year end, a large increase on the profit of ¥3.5bn for the previous 12-month period.

Meanwhile, Hasegawa Kenetsu, the leading builder of condominiums in Japan, has reported a 20.2 per cent rise in pre-tax profits to ¥11.6bn for the six months to November 30. Condominium sales were up by 14.8 per cent to ¥159.8bn, thanks to Japan's booming housing market.

Hasegawa is also changing its year end to March 31, and expects its pre-tax profit for the 16-month period to reach ¥21bn on sales of ¥280bn.

Kenwood, the Japanese audio equipment maker, says parent company net profit will reach ¥1bn in the year ending November 30, 1988, up 7 per cent from a year earlier. The company also forecast 1987/88 sales of ¥130bn, up by 7.2 per cent. The company will maintain a ¥5 dividend in 1987/88.

Five Centuries of Banking



Banco di Sicilia is heir to a banking tradition which goes back to 1459.

Nowadays, Banco di Sicilia operates as a regional, national and international bank, in the short, medium and long term, with 343 branches throughout Italy, foreign branches in Frankfurt, London, Los Angeles, New York, Paris, a subsidiary bank in Luxembourg, and representative offices in Brussels, Budapest, Chicago, Munich, Singapore, Zurich.

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London Branch
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Hooker amends offer for Alabama fashion chain

BY OUR FINANCIAL STAFF

PARISIAN, the 16-store fashion chain based in Birmingham, Alabama, says Hooker Corporation, the Australian real estate developer, has proposed that its planned purchase price of Parisian be cut to US\$80.65 per share, from \$83.65.

The change was requested by Hooker and agreed to by the major shareholders, the company said. In exchange, Hooker would eliminate certain conditions Parisian would have had to meet for the deal to become effective.

The company adds that the Australian group has also proposed an extension of the termination date of the merger agreement to 90 days, following the mailing of definitive proxy materials to shareholders, or September 30, whichever is earlier.

Parisian said a special committee of its board is expected to meet later this week to consider the proposal.

It said it has agreed to an interim extension of the merger agreement termination date to April 1 from March 1. Parisian said, if the new proposals were accepted, the merger would be expected to close in the second quarter of 1988.

IEL to scrap pesticides complex

By R C Murphy in Bombay

IEL, the Indian subsidiary of Imperial Chemical Industries of the UK, has decided to scrap its pesticides complex in Bombay.

The decision follows the disaster two years ago at Union Carbide India's pesticides plant in Bhopal, where more than 2,000 people died and several thousands were injured.

IEL, which produces chemical fertilisers, explosives, synthetic fibres and inorganic chemicals and pharmaceuticals, has been making such pesticides as Gramoxone and Cyphamethrin at the Bombay plant.

The company said it does not want to take any chances and plans to build a modern chemical complex at Thane, an industrial suburb some 35km from Bombay.

Lower sales at Von Roll

BY JOHN WICKS IN ZURICH

VON ROLL, Switzerland's leading steel company, expects group sales to have fallen by 1 per cent over last year to under SFr1.33bn (\$964.8m).

The parent company says that this decline was the result of the higher Swiss franc, particularly in terms of the US dollar. Had exchange rates remained at 1986 levels, turnover would have been some SFr47m higher than the actual figure, or 2 per cent up over the year.

Despite the currency situation, Von Roll says new order value improved slightly last year, from SFr1.34bn to SFr1.36bn.

Although Von Roll has been faced with considerable restructuring costs, the company says its cashflow will have been rather higher than the previous year's SFr76m, with group earnings "of about the same order" as the SFr20m booked in 1986.

FT FINANCIAL TIMES CONFERENCES

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17 & 18 February, 1988

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U.S. \$100,000,000 MCorp A Momentum Company

Floating Rate Notes Due 1992
Interest Rate **7 7/8%** per annum
Interest Period 21st January 1988 to 21st April 1988
Interest Amount per U.S. \$1,000 Note due 21st April 1988 **U.S. \$18.48**
Credit Suisse First Boston Limited
Agent Bank

This announcement appears as a matter of record only.

Fletcher Challenge Holdings (British Columbia) Limited
has acquired
Crown Forest Industries Limited

The undersigned acted as financial advisor to Fletcher Challenge Limited in this transaction

Wood Gundy Inc.

January 1988

THE TOKAI BANK, LIMITED
Notice of Early Redemption
US\$ 50 Million Issue of US Dollar Floating Rate London Dollar Certificate of Deposit
Series AW - Maturity 27th February 1989
In accordance with the conditions of the Notes, notice is hereby given that THE TOKAI BANK, LIMITED will take up their option for early redemption on 26th February 1988.
CREDIT LYONNAIS, London Agent

U.S. \$250,000,000 Security Pacific Corporation
Floating Rate Subordinated Capital Notes due 1997
Noteholders are advised that for the interest period from November 21, 1987 to February 20, 1988 inclusive, the sum of U.S. \$195.42 will be payable on the interest payment date, February 22, 1988, per U.S. \$10,000 principal amount of Notes.
By: The Chase Manhattan Bank, N.A. London, Agent Bank January 21, 1988

U.S. \$75,000,000 SWEDBANK (Sparbankernas Bank) Subordinated Floating Rate Notes due 1997
Notice is hereby given that for the three months interest period from January 21, 1988 to April 21, 1988 the Notes will carry an interest rate of 7 7/8% per annum. The interest payable on the relevant interest payment date, April 21, 1988, will be \$4,700.00 and \$188.00 respectively for Notes in denominations of \$250,000 and \$10,000. The sum of \$48.00 will be payable per \$10,000 principal amount of Registered Notes.
By: The Chase Manhattan Bank, N.A. London, Agent Bank January 21, 1988

Weekly net asset value as at 18/1 Tokyo Pacific Holdings (Seaboard) NV
was **US\$ 150.16**
Listed on the Amsterdam Stock Exchange
Information: Persson, Holding & Persson NV, Haringvliet 214, 1016 BS Amsterdam, Tel. +31-20-231888.

Weekly net asset value on 15.1.88 US\$ 33.99
Listed on the Amsterdam Stock Exchange
Information: Persson, Holding & Persson NV, Haringvliet 214, 1016 BS Amsterdam, Tel. +31-20-231888.

U.S. \$200,000,000 CANADIAN IMPERIAL BANK OF COMMERCE (A Canadian Chartered Bank)
Floating Rate Debentures Due 1994
For the six months 21st January, 1988 to 21st July, 1988
In accordance with the provisions of the Debentures, notice is hereby given that the rate of interest has been fixed at 7 7/8% per cent, and that the interest payable on the relevant interest payment date, 21st July, 1988 against Coupon No. 12 will be U.S. \$382.33.
Agent: Bank of Montreal, General Trust Company of New York, London

Beatrix Mines Limited
(Incorporated in the Republic of South Africa - Registration No. 77/021380/0)
Share capital: Authorised - 150,000,000 ordinary shares of no par value
Issued - 85,000,000 ordinary shares of no par value

Report for the quarter ended 31 December 1987

	Quarter ended 31.12.87 R'000	Quarter ended 30.09.87 R'000	Year ended 31.12.87 R'000
Income statement			
Income			
Interest received	1,224	532	14,480
Royalty	14,539	13,957	54,331
Dividend	16,312	-	30,796
Interest paid and sundry expenditure - net	32,075	14,489	99,607
	1,414	2,941	12,997
Income before taxation	30,661	11,548	86,610
Taxation	7,496	5,806	28,024
Income after taxation	23,255	5,742	58,586
Retained income at beginning of period	13,532	8,090	4,001
Distributable income	37,087	13,832	62,587
Dividend paid	32,300	-	57,800
Retained income at end of period	4,787	13,832	4,787
Balance sheet			
Capital employed			
Share capital	131,466	131,466	131,466
Retained income	4,787	13,832	4,787
Long-term loans	48,577	55,506	48,577
	184,630	200,804	184,630
Employment of capital			
Fixed assets			
Loan to Buffelsfontein Gold Mining Company Limited	77,843	77,843	77,843
	67,810	123,723	67,810
Net current assets	145,653	201,566	145,653
Current assets	38,977	(762)	38,977
Current liabilities	103,740	39,715	103,740
	64,763	40,477	64,763
	184,630	200,804	184,630
	R'000	R'000	R'000
Long Term Loans			
Balance at end of period	80,391	88,399	80,391
Interest paid during the period	1,173	2,897	12,950
Repayments due within one year	32,814	32,893	32,814

The loans that are in U.S. dollars, namely R37.391 million (\$19 million), are fully covered.

The loan to Buffelsfontein Gold Mining Company Limited will be repaid by the further issue of preference shares in Buffelsfontein once the final tax assessment has been received. The obligation by Buffelsfontein to pay interest on part of the outstanding loan ceased on 30 June 1987, but adjustments in interest can still occur pending the final tax assessment.

REMARKS:
(1) The figures are unaudited.
(2) The report has been approved and signed on behalf of the company by two directors.
(3) On 1 December 1987 dividend No. 5 of 30 cents per share was declared payable to shareholders registered on 18 December 1987. Dividend warrants will be posted on 29 January 1988.

Registered and Head Offices:
General Mining Building
6 Holland Square
Johannesburg 2001
(PO Box 61820, Marshalltown 2101)

South Africa:
Central Registrars Limited
154 Main Street, Johannesburg 2001
(PO Box 4844, Johannesburg 2000)

United Kingdom:
Hill Samuel Registrars Limited
6 Greencoat Place, London SW1P 1PL

London office and secretaries:
Gencor (UK) Limited
30 Ely Place
London EC1N 6UA

Johannesburg, 21 January 1988

Copies are available from: London Office, 30 Ely Place, London EC1N 6UA

INTERNATIONAL CAPITAL MARKETS

Peter Montagnon on a cheaper form of export finance than conventional credits
Forfaiters undercut government agencies

THIS MONTH'S decision by the Organisation for Economic Cooperation and Development to increase minimum rates on official export credits by 60 basis points across the board will give a new lease of life to the forfait market, bankers and traders believe. For sales to better risk countries, forfaiting, which involves the discounting of medium-term notes into a secondary market, has suddenly become a cheaper form of export finance than conventional export credits. As a result, leading players say they are gearing up for a further private sector challenge to the share of the export finance market held by government-backed export credit agencies. The timing is appropriate, they say, because there are many other reasons why forfaiting is slowly becoming more attractive. Faced with a generally more restrictive attitude by export credit agencies, such as Britain's ECGD and CoFace of France, exporters have come to appreciate the way in which forfaiting can be arranged with the minimum of bureaucratic fuss. There are no local content requirements of the type imposed by the official agencies. Forfaiters can provide up to 100 per cent of the necessary finance while agencies are usually confined to 85 per cent. Unlike the official export credit market, forfaiters will also finance the sale of second-hand goods. A further push may have come from the accession of Greece, Spain and Portugal to the EC, moves which rendered them ineligible for subsidised

export credits from other European countries and forced would-be exporters to look for other forms of finance. The interest shown in forfaiting by UK exporters is growing. Mr Jack Wilson, chief executive of London Forfaiting, reckons that one in three of the new deals handled by his company last year originated from a British exporter. Mr Ian Guild, chief executive of Midland Bank Aval, another market leader, says his experience was similar. All this has taken forfaiting a long way from its origins as a mechanism for financing German exports to Eastern Europe, but there are changes, too, on the other side of the equation. The debt crisis has increased the appetite of banks for tradeable assets. Many have seen how trade-related debts have been serviced by countries in a hangover from its Central European origins, is that it deals exclusively in fixed-rate finance. The high levels of profitability of the early 1980s were in large measure a reflection of the decline in interest rates, but since last year that has changed.



Ian Guild (right), chief executive of Midland Bank Aval, and Jack Wilson, chief executive of London Forfaiting

Management of interest risk is now just as important as management of country risk, if not more so, Mr Wilson argues. He says the increase in capital which will follow from London Forfaiting's planned share flotation on the Unlisted Securities Market next month should create scope for more fixed-rate borrowings to match its book. Mr Guild says Midaval has built up a large interest provision account to satisfy its parent, like the ECGD, are still looking at ways of introducing their own guarantees to the forfait market as a means of developing their own business. One problem for everybody, however, is that there are no reliable statistics to show just how fast the market is really growing. A study by the Organisation for Economic Cooperation and Development last year suggested that the total size of the market was around \$20bn. Mr Guild says outstanding are growing by about \$3bn or 15 per cent a year, but the OECD figures also showed the share of East European business (which is dominated by credits to the Soviet Union and Czechoslovakia) was steady at around a third of the total. This could give the lie to suggestions that the market is new credits carrying a better rating than the rest. On the other hand, Mr Stathis Papoutas, managing director of London Forfaiting, points out that his company is now handling a wider range of transactions - recently including a Swedish hotel development in Cyprus - which shows that the market can finance projects as well as traditional sales of capital goods. Mr Guild says business handled by Midaval last year covered no fewer than 60 different countries. Exporters are increasingly aware of the market's benefits, even in the US, where commercial banks have largely deserted the conventional export finance arena. "We're only seeing the tip of the iceberg in the US. It's been there for a long time, but its beginning to pay off."

GMAC issues seven-year bond with debt warrants

JUST WHAT the market wants? How dealers described yesterday's \$200m bond for General Motors Acceptance Corporation, aimed at tapping retail demand for short-dated paper for corporate borrowers. An issue earlier this week for Nippon Telegraph and Telephone proved that confidence in dollar paper is now strong enough, in the wake of last Friday's encouraging US trade deficit figures, for the market to absorb even seven-year bonds for the best quality borrowers. A further deal of this maturity with a Japanese government guarantee is rumoured. However, dealers believe most cash-laden Continental investors would still prefer to invest in shorter-dated deals, and they have traditionally been buyers of issues by US corporate names. Morgan Stanley International's three-year 8 1/4 per cent bond for GMAC had the added spice of being attractively priced at 101 1/4, to give an initial yield spread over the US Treasury curve of about 85 basis points. This tightened during the day as the bond traded at less than 1 1/4 bid, against 1 1/4 per cent fees. On the other hand, dealers thought the 200,000 debt warrants that accompanied GMAC's bond were probably stretching investors' confidence in the dollar market too far. These were priced at \$16 1/2 to buy an 8 1/4 per cent seven-year (Denko) bond, which would have to go down by 1.50 percentage points before the

investor made any money at all, dealers said. Co-managers of the bond were not being asked to underwrite them. Lack of supply of Eurodollar bonds was meanwhile reflected in the secondary market yesterday. Yield margins over US Treasury bonds tightened as the Euro sector lagged falls in the US government market triggered by an easier dollar.

INTERNATIONAL BONDS

The Euroyen market was still brimming with rumours of an imminent issue for a sovereign borrower. Yesterday it was Austria that was tipped, and there was talk of a \$700m 5 1/2 per cent 10-year issue with an above-par pricing. This encouraged speculation that the issue would be about 1/2 points in price. Japanese equity warrants, postponed after last October's stockmarket crash, continued to be brought to the market. Yesterday's offerings were a \$100m deal for Nippon Sheet Glass and a \$70m deal for Optec Dai-ichi Denko, the fine wire manufacturer. Both five-year deals bore the indicated 5 per cent coupons that have become standard on the latest crop of bonds. But dealers noted borrowers' pressure to cut coupons was likely to intensify if the market earlier on, traded over par. Nippon Sheet Glass' deal was co-led by Daiwa Europe and Yamachi International (Europe) which was also lead manager for Optec Dai-ichi Denko's bond. The first equity-linked issue in the Swiss franc foreign bond market since the stockmarket crash is expected to emerge today. This, a convertible, will be for TEC Electronics, the sales arm of Tokyo Electric. Banca della Svizzera Italiana, the lead-manager, said it suggested to the borrower a \$700m five-year deal with a 1 1/4 per cent indicated coupon and a put option after 2 1/2 years to give a yield of about 3 1/2 per cent. Swiss franc foreign bonds posted gains of as much as 1/2 point in fairly active trading. Short-dated bonds were still in most demand. A \$510m 5 1/2 per cent bond, due in 1993, for Occidental Petroleum closed its first day's trading 1 1/4 points above its par issue price. Fresh doubts about the stability of the yen fuelled the price rises in domestic D-Mark bonds, with longer-dated bonds gaining up to 56 basis points yesterday. As a sign of foreign buying of government bonds, dealers said the yield differential between these and bonds for the Federal Post Office, and the Federal Railways, had widened by nearly 10 basis points since the end of last week. D-Mark Eurobonds gained about 4 1/4 points in price in quiet trading yesterday. Morgan Stanley has launched a \$250m 8 1/4 per cent bond for BP America, guaranteed by British Petroleum, in the US domestic market. The callable bond was priced at 88 1/2 to give an initial margin over the comparable US Treasury bond to 125 basis points.

Dutch state loan meets strong demand

BY LAURA RAUN IN AMSTERDAM THE NETHERLANDS' new 6.25 per cent, six-year state tender of bonds has attracted F17.2bn (\$3.82bn) from investors. Demand from abroad was especially strong - despite the fact that Dutch interest rates have been falling and may be cut again today by the authorities. Many market participants expect the Dutch central bank to trim the discount rate by another 0.25 per cent today in a determined effort to bring down money market rates and moderate the guilder's strength against the Deutsche Mark. The central bank has already reduced the discount rate four times in the past three months;

its present 3.5 per cent is the lowest in a decade save for a brief period in 1983. The central bank's policy is being interpreted in Amsterdam as a significant move towards greater independence from West German monetary policy. The Netherlands has twice lowered its discount rate without any parallel move by the Bundesbank - nearly erasing in the process the yield premium of guilder paper over D-Mark paper. Nevertheless, the guilder remains firm against the D-Mark because the Dutch central bank has intervened relatively little in the foreign exchange market in support of the dollar, although the Bundesbank has flooded the market with D-Marks. West Germany, among other European countries, is believed to be tiring of the Netherlands' "beggar thy neighbour" policy of intervening only modestly, while benefiting from a strong currency and falling interest rates. If the Netherlands central bank decides against lowering the discount rate again, it is widely expected by analysts in Amsterdam to take action tomorrow to trim the special advance rate - the central bank's basic rate for lending to

Revolving credit for SAS

BY STEPHEN FIDLER, EUROMARKETS Correspondent SCANDINAVIAN AIRLINE Systems has asked J P Morgan to arrange a \$300m seven-year revolving credit. The financing, drawable in a number of currencies, is being offered on a flexible whether or not it is drawn - of 4 basis points for the first two years, 5 basis points for the next three, and 6 basis points for the final two. The margin of 5 basis points if less than half is drawn and of 10 basis points if more than half is drawn. The financing, to be used for "general corporate purposes," is unconnected with the contract for the purchase of nine Boeing 767 aircraft announced this week by the airline, which is roughly half-owned by the governments of Sweden, Denmark and Norway and half publicly-held. Syndication of the financing among a small group of international banks is to be completed by the end of the month. Thailand has mandated three banks to raise a \$300m, five-year revolving credit facility, Reuters reports from Hong Kong. Mitsui Finance Asia and Deutsche Bank (Asia) will arrange the facility, which will allow Thailand to draw short-term advances. Terms of the credit, which had been expanded as a replacement of previously arranged credits, were not immediately available.

Citicorp plans Portuguese flotation

BY DIANA SMITH IN LISBON CITIBANK has become the second US bank to seek full incorporation in Portugal in order to offer part of its local capital on the stock exchange. By June this year, Citibank plans to double its local capital to Esc\$6bn (\$15m). According to Citibank, this is the first time - outside the US - that it has sold part of the capital of a local subsidiary to the public. To be able to go to the capital market under the terms of US law, the branch had to be transformed, with the approval of the Portuguese authorities, into a fully-incorporated bank. Like other foreign banks newly licensed in Portugal, Citibank has opened up Oporto branch to take advantage of the growing weight of that city's strong private industrial sector.

Greycoat Victoria PLC
Greycoat Group PLC
Sir Robert McAlpine & Sons (Trade Investments) Ltd.
£125,000,000
8 1/4% Deep Discount Secured Notes Due 1995
for a development of 360,000 square feet net of offices and 16,200 square feet of retail space at 123 Buckingham Palace Road London SW1
Salomon Brothers International Limited

Japanese pension fund deregulation
THE JAPANESE Health and Welfare Ministry is considering allowing private pension institutions greater freedom to manage their own funds, Reuters reports from Tokyo. The move, which had been widely expected, would deprive trust bank and life insurance companies of their exclusive right to manage such funds, which totalled ¥11,800bn (\$88.02bn) on December 31. City (commercial) banks and securities firms have been seeking permission to enter the profitable field through their investment advisory firms. Politicians, trust banks and life insurers are discussing the possible end of exclusive rights to manage pension funds and are likely to reach a consensus in early February, according to Tokyo trust bank executives. Bank analysts say Ministry of Finance rules setting investment in shares at a maximum 20 per cent of each fund, in real estate at 20 per cent and in foreign securities at 10 per cent need to be reviewed. Officials expect draft changes to the law on corporate pension management to be ready to be presented to the Diet (parliament) in late March. A total of 7,04m workers now contribute to 1,091 company pension funds. These were introduced in 1966 to supplement national pensions and enjoy preferential tax rates.

FT INTERNATIONAL BOND SERVICE

Table listing international bonds with columns for Issuer, Maturity, Coupon, Price, Yield, and Change. Includes sections for US Dollars, Yen, and Swiss Francs.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar suffers setback

THE DOLLAR suffered a setback yesterday, showing further reaction to last Friday's US trade figures for November, but there may have been more news to be gleaned from yesterday's news on US consumer prices and housing starts.

The dollar fell to DM1.6805 from DM1.6760, to FF6.6075 from FF6.65, to SF1.3485 from SF1.3665, and to Y127.75 from Y128.65.

On Bank of England figures the dollar's index fell to 94.0 from 94.9.

STERLING-Trading range against the dollar in 1987/88 is 1.8785 to 1.4710, December average 1.5389.

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2 IN NEW YORK

Table with columns: Jan 20, Jan 19, Jan 18, Jan 17, Jan 16, Jan 15, Jan 14, Jan 13, Jan 12, Jan 11, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1. Rows include various market indicators.

STERLING INDEX

Table with columns: Jan 20, Jan 19, Jan 18, Jan 17, Jan 16, Jan 15, Jan 14, Jan 13, Jan 12, Jan 11, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1. Rows include various market indicators.

CURRENCY RATES

Table with columns: Jan 20, Jan 19, Jan 18, Jan 17, Jan 16, Jan 15, Jan 14, Jan 13, Jan 12, Jan 11, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1. Rows include various market indicators.

CURRENCY MOVEMENTS

Table with columns: Jan 20, Jan 19, Jan 18, Jan 17, Jan 16, Jan 15, Jan 14, Jan 13, Jan 12, Jan 11, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1. Rows include various market indicators.

OTHER CURRENCIES

Table with columns: Jan 20, Jan 19, Jan 18, Jan 17, Jan 16, Jan 15, Jan 14, Jan 13, Jan 12, Jan 11, Jan 10, Jan 9, Jan 8, Jan 7, Jan 6, Jan 5, Jan 4, Jan 3, Jan 2, Jan 1. Rows include various market indicators.

MONEY MARKETS

UK rates steady

INTEREST RATES were barely changed from Monday in the London money market, yesterday.

gible bank bills in band 1, \$30m in band 2, \$8m in band 3 and \$5m in band 4, all at 8 1/4 p.c.

The rate on the Bank's temporary lending facility to the market for one week, rolled over yesterday, was fixed at 8 1/4 p.c.

In Frankfurt, call money was lower, as short term liquidity levels were boosted by the failure of corporate tax payments to clear the system.

FINANCIAL FUTURES

Gilts quiet but nervous

THE ONLY consensus in yesterday's Life market was that trading conditions were less than exciting.

Short sterling contracts proved to be more robust, starting the day on a stronger note and remaining that way.

Table with columns: Price, Bid, Ask, Open, High, Low, Close, Change. Rows include various market indicators.

Table with columns: Price, Bid, Ask, Open, High, Low, Close, Change. Rows include various market indicators.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Unit, Rate, Change. Rows include various market indicators.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table with columns: Country, Rate, Change. Rows include various market indicators.

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns: Country, Rate, Change. Rows include various market indicators.

EURO-CURRENCY INTEREST RATES

Table with columns: Country, Rate, Change. Rows include various market indicators.

EXCHANGE CROSS RATES

Table with columns: Country, Rate, Change. Rows include various market indicators.

CURRENCY FUTURES

Table with columns: Price, Bid, Ask, Open, High, Low, Close, Change. Rows include various market indicators.

FT LONDON INTERBANK FIXING

Table with columns: Country, Rate, Change. Rows include various market indicators.

MONEY RATES

NEW YORK

Table with columns: Country, Rate, Change. Rows include various market indicators.

LONDON MONEY RATES

Table with columns: Country, Rate, Change. Rows include various market indicators.

Company Notices

PECHINEY Loan of ECU 20,000,000- 8 3/4 % - 1974/1989. Bondholders are hereby informed that the redemption instalment of ECU 3,000,000...

BRISA Auto - Estradas de Portugal S.A. Japanese Yen 10,000,000,000 Guaranteed Floating Rate Notes 1992. In accordance with the description of the Notes, notice is hereby given that for the interest period January 20, 1988 to July 20, 1988, the Notes will carry an interest rate of 5.1 1/2 p.a.

I.G. INDEX LTD, 9-11 GROSVENOR GARDENS, LONDON SW1W 0BD. Tel: 01-828 7233/5699. Reuters Code: IGIN, IGIO.

EAST RAND PROPRIETARY MINES, LIMITED. RAND MINES. Registration No. 01/00773/08. (Incorporated in the Republic of South Africa).

RIGHTS OFFER. NOTICE TO HOLDERS OF SHARE WARRANTS TO BEARER. The following are the arrangements for holders of share warrants to bearer who wish to participate in the rights offer:

SALMON MARCUS LIMITED. Notice is hereby given that a meeting of creditors in the above matter is to be held at East of London, 100, Broad Street, London, EC2M 1JG...

TICHOHLL GARDEN CENTRES LIMITED. Notice is hereby given that a meeting of creditors in the above matter is to be held at East of London, 100, Broad Street, London, EC2M 1JG...

FirstCorp logo and other branding elements at the bottom of the page.

EUROPEAN OPTIONS EXCHANGE

Table with columns for Series, Feb 88, May 88, Aug 88, and Stock. Lists various stock options and their prices.

TOTAL VOLUME IN CONTRACTS: 18,843

Ask-Bid C-Call P-Put

BASE LENDING RATES

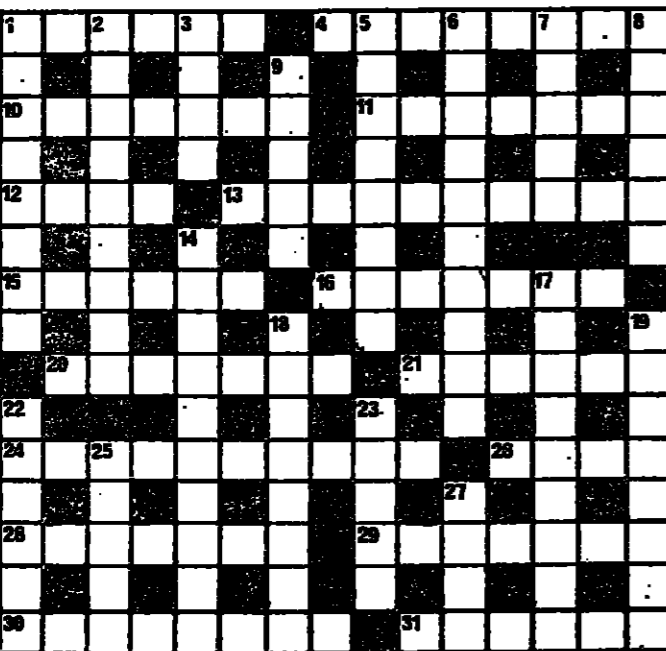
Table listing various banks and their base lending rates for different terms.

AUTHORISED UNIT TRUSTS

Large table listing numerous unit trusts, their managers, and performance metrics.

Advertisement for John Lawton Financial Communications, 16 Hatton Garden, London EC1N 8AT. Includes contact information and services offered.

FT CROSSWORD No.6,535



- ACROSS: 1 Standing about to deposit a note (5), 4 Anything but simple enclosure (8), 10 Tree maintenance (7), 11 A looker round (7), 12 A number brought in to help will be acrimonious (4), 13 The new scent is not true to type (10), 15 Entrances for church members (7), 16 Trim sailors - one in a score (7), 20 Certain publicity about craft at the riverside (7), 21 Some big ram men may judge by its weight (6), 24 Odd characters, all singing and gesturing (10), 26 Having the resources, a clever person backed the French (4), 28 Inca - far different from other people (7), 29 Once reporters could be really speedy (7), 30 Try a ruse to break the bank (8), 31 Popular nurse, though mean (6). DOWN: 1 Detailed study may be made of cars here (8), 2 Champions of pithed workers (9), 3 An upsetting journey? (4), 5 Foreign love poetry has a point (8).

FT UNIT TRUST INFORMATION SERVICE

Main table containing unit trust information, organized into sections: Insurances, and various fund names with columns for name, value, and price.

INSURANCES

Table of insurance unit trusts, including various Life Assurances and Insurances with columns for name, value, and price.

Table of various unit trusts, including Scottish Life, Scottish Widows, and others with columns for name, value, and price.

Table of unit trusts under the 'INSURANCES' section, including AA Priority Society and others with columns for name, value, and price.

Table of unit trusts including Scottish Life and others with columns for name, value, and price.

Table of unit trusts including Scottish Life and others with columns for name, value, and price.

Table of unit trusts including American Life Insurance Co and others with columns for name, value, and price.

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Table of unit trusts including FC Assurance Limited and others with columns for name, value, and price.

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Table of unit trusts including London & General (Unit Products) Ltd and others with columns for name, value, and price.

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Vertical text on the far right edge of the page, possibly a page number or margin note.

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts with columns for Name, Investment Objective, and Unit Price.

LONDON SHARE SERVICE

Table of London Share Service listing British Funds, Foreign Bonds & Rails, and Americans with columns for Name, Price, and Yield.

Table of Money Market Trust Funds and Money Market Bank Accounts listing various financial products with columns for Name, Price, and Yield.

LONDON SHARE SERVICE

AMERICANS - Contd. Table listing various American stocks and their prices.

BUILDING, TIMBER, ROADS. Table listing stocks in the building, timber, and roads sectors.

DRAPERY AND STORES - Contd. Table listing stocks in the drapery and stores sector.

ENGINEERING - Contd. Table listing stocks in the engineering sector.

INDUSTRIALS (Misc.) - Contd. Table listing miscellaneous industrial stocks.

INDUSTRIALS (Misc.) - Contd. Table listing miscellaneous industrial stocks.

CANADIANS. Table listing various Canadian stocks and their prices.

BUILDING, TIMBER, ROADS. Table listing stocks in the building, timber, and roads sectors.

ELECTRICALS. Table listing stocks in the electricals sector.

ENGINEERING - Contd. Table listing stocks in the engineering sector.

INDUSTRIALS (Misc.) - Contd. Table listing miscellaneous industrial stocks.

INDUSTRIALS (Misc.) - Contd. Table listing miscellaneous industrial stocks.

BANKS, HP & LEASING. Table listing stocks in the banks, hire purchase, and leasing sectors.

CHEMICALS, PLASTICS. Table listing stocks in the chemicals and plastics sectors.

ELECTRICALS. Table listing stocks in the electricals sector.

ENGINEERING - Contd. Table listing stocks in the engineering sector.

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BEERS, WINES & SPIRITS. Table listing stocks in the beer, wine, and spirits sectors.

BUILDING, TIMBER, ROADS. Table listing stocks in the building, timber, and roads sectors.

DRAPERY AND STORES. Table listing stocks in the drapery and stores sector.

ENGINEERING. Table listing stocks in the engineering sector.

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ENGINEERING. Table listing stocks in the engineering sector.

INDUSTRIALS (Misc.) - Contd. Table listing miscellaneous industrial stocks.

INSURANCES. Table listing stocks in the insurance sector.

LONDON SHARE SERVICE

INSURANCES - Contd. Table listing various insurance companies and their share prices.

PAPER, PRINTING, ADVERTISING - Contd. Table listing companies in the paper, printing, and advertising sectors.

TEXTILES - Contd. Table listing various textile companies.

TRUSTS, FINANCE, LAND - Contd. Table listing trusts, finance, and land-related companies.

OIL AND GAS - Contd. Table listing oil and gas companies.

MINES - Contd. Table listing various mining companies.

LEISURE Table listing leisure-related companies.

PROPERTY Table listing property-related companies.

TOBACCO Table listing tobacco companies.

TRUSTS, FINANCE, LAND Table listing trusts, finance, and land-related companies.

OVERSEAS TRADERS Table listing overseas trading companies.

THIRD MARKET Table listing third market trading data.

MOTORS, AIRCRAFT TRADES Table listing motor and aircraft trade companies.

PROPERTY Table listing property-related companies.

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PLANTATIONS Table listing plantation companies.

MINES Table listing various mining companies.

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THIRD MARKET Table listing third market trading data.

NOTES: A detailed section of notes providing information on share prices, dividends, and company announcements.

REGIONAL & IRISH STOCKS: A table listing regional and Irish stocks with their respective prices.

TRADITIONAL OPTIONS: A table listing traditional options with their 3-month call rates.

LONDON STOCK EXCHANGE

Programme trades help push equity sectors lower but Gilts recover ground

'THE UK STOCK market, continuing its search for something to worry about, fell back again yesterday as renewed concern over the US trade deficit turned the dollar downwards again. However, rumours of attacks on the validity of the last week's US trade figures in the Washington press proved unfounded and London's gilt-edged sector had a steady, if unexciting, session. There was increased selling of the international stocks at mid-morning when the pound moved above \$1.79, and a batch of trading programmes was activated. At worst, the market was down by nearly 20 FT-SE points, and a dull start on Wall Street hindered attempts to rally. At the close, the FT-SE 100 Index was 16.2 points down at 1752.9. The programme trades helped to split volume levels - at 6.00pm, the Seag system had traded 445.3m shares, about one third up on Tuesday's session. A day brings the end of a fairly lively equity market trading account. Analysts pointed out that the market had bounced yesterday at FT-SE 1749 after topping out at 1800 on Monday - indicating that a 50 point trading range has been established. Yesterday's rally was signposted by a move to a 6 point premium in the FT-SE 100 March Futures Contract on the London International Financial Futures Exchange. Traders claimed that three UK securities houses had operated trading programmes - supposedly Morgan Grenfell, Barclays de Zoete Wedd, and Smith New Court - but there was no confirmation from the firms concerned. Most deals were sales. Among the internationals, Shell, ICI, Unilever and BAT Industries again took the brunt of the fall as renewed dollar weakness threatened their US operations. While the picture was generally gloomy, the market showed some encouragement towards the close from an independent asset valuation at Britoil, which exceeded the City's most glittering expectations. This is presumed to be the curtain-raiser for Britoil's defence document, to be published next week, against BP's \$2bn plus bid. The latest downsizing in the equity market has in no way discouraged the speculative fever of the energy sector, which was featured yesterday by heavy turnover in Ultramar. Speculators were also busy on the banking pitch, where bid

talk has begun to circulate among the domestic high street banks. Retail shares, which have been under a cloud since the Christmas season made a slow start, attracted some selective interest. Government bonds made cautious recovery from the selling bout suffered late on Tuesday, which was continued on the Tokyo market. Suggestions that the Japanese had switched tack and sent buying orders to London yesterday morning were scouted by Warburg Securities, a major player in the international market in Gilts. However, local buyers enabled the market to consolidate its early gains. With the rumours surrounding last week's US trade figures swiftly scotched, long-dated Gilts closed with gains of around 1/2 point. The two tranches of stock on offer at the bank - 9 1/2 per cent Treasury '05 and 8 per cent Treasury '06 - were not activated, although prices crept to within 1/8 of so of the last levels at which stock was offered by the bank. Near-dated Gilts added 1/8 or so as fears of an imminent rise in bank base rates subsided. Index-linked stocks were fairly buoyant, with investors switching towards the longer end where prices added about 1/4. Traders said the IL stocks were bought purely on yield considerations, rather than as inflation hedges. The sector was encouraged by the absence of any IL tranches among the Bank's \$450m offer earlier in the week. The Gilts sector awaits today's disclosure of the UK money supply statistics for December. Attention will focus on the UK bank lending total, which the market predicts at around \$3.9bn. Some estimates range to \$5bn, but any figure above this would upset the credit markets. Britoil regained pole position in the oil sector and surged ahead to 475p before closing a net 18 higher at 473p after news of the drilling success on Block 9/23B and the independent asset valuation of the company by Robertson ERG. The oil discovery - the largest in the North Sea for several years according to Britoil - was valued at \$1.2bn. The company's 68p share asset valuation that triggered the latest leap in the share price. Turnover in Britoil was 7.4m shares. The Britoil news also boosted other oil shares, not least Enterprise, up 6 2/5p to 220p and LASMO, a like amount up at 320p. Turnover in BP expanded with some 4.8m of the "old" changing hands - the shares closed unaltered at 252p - while the "new", where in

FINANCIAL TIMES STOCK INDICES table with columns for Government Sec, Fixed Interest, Ordinary, Gold Mines, Ord. Div. Yield, Earnings Yld. (Net/ft), P/E Ratio (net/ft), SEAG Bargains (50m), Equity Turnover (Em), Equity Bargains, Shares Traded (mln) and S.E. ACTIVITY table with columns for High, Low, High, Low for various indices.

Day's High 1420.6 Day's low 1404.2 Basis 100 Genl. Secs 15/10/26, Fixed Int. 1928, Ordinary 17/7/95, Gold Mines 12/9/95, S.E. Activity 2/7/4, *MIL-10/92. LONDON REPORT AND LATEST SHARE INDEX: TEL 01-0898 123001

major provisions against third world debts will be announced when the banks declare their preliminary results in February. Lloyds continued to attract substantial buying interest with most of the action being carried out via the inter-dealer broking system; the shares edged up 2 to 263p, after 265p on a turnover of more than 4m shares. Midland were not far behind and rose 10 to 400p on a turnover of 3m shares. Standard Chartered - cleared by a Bank of England investigation into the defence of the Lloyds bid in 1986 - saw a buyer of 250,000 shares late in the session and the share price added 15 to 625p. In life assurances Abbey Life settled 2 off at 244p in substantial two-way trade which saw over 5.5m shares change hands after new life business figures regarded as exceptionally good by dealers. Sun Life jumped 1/4 to \$10 1/2 still boosted by the recent good life numbers. Guinness shares fell further as its legal travails continued. The group confirmed further buy-in purchases of 1.5m shares on Tuesday and, with several larger deals passing through the SEAG system yesterday, was widely believed to have again bought stock. Guinness shares slipped to 286p before closing 8 down on 1.5m shares on Tuesday and, with renewed support and gained 11 to 795p but other Breweries followed the general downturn.

Reflecting the trend, Hawken fell away to 465p mainly on currency influences before closing only a few pence easier on the day at 477p. Vickers settled 4 cheaper at 164p. Quite a brisk trade developed in Bolla Royce (some 3.1m shares changed hands) before a close of 23p, down 3. The uncertain market climate enabled the Food sector to display its basic defensive qualities. Most leading issues recorded only modest losses while Northern Foods, long regarded as a potential bid situation, performed better and resisted the trend. Revived buying from two or three houses found the market sensitive and the shares moved higher in thin trading to settle 8 up at 265p. Worries over the 1.1 per cent decline in retail sales in December were easily outweighed by expectations of a tax cutting budget and Marks and Spencer led the sector higher with a 5 gain at 185p after a turnover of 6.5m shares; M & S were additionally helped by Press comment. Talk of a substantial overseas buyer order in Dixons saw the shares advance 5 to 190p, after 182p with 5.6m shares moving through the system. Sears progressed to close 3 higher at 136p, with the company looking assured of success in its bid to win control of the Freeman's mail order group according to dealers. GUS 'A' closed little changed at £10 1/4 with a large selling order said to have been readily absorbed by the market. Elsewhere, Body Shop continued its remarkable advance, according to dealers, GUS 'A' closed a further 30 higher at 916p, after 925p, still buoyed by the recent excellent results. A busy session in the leading electricals showed Cable & Wireless further 8 lower at 355p on a turnover of 5.2m shares in the wake of "sell" recommendation by Warburg's securities house. Kacal, reporting interim results on Tuesday, dipped 5 to 221p while Plessey, whose around 2.5m shares changed hands, lost 4 to 153p. Microgen slumped 32 to 277p as recent strong buying of the shares ahead of yesterday's preliminary figures was reversed; the results were broadly in line with forecasts but dealers reported persistent selling of the shares from around the 300p level to 276p. Leading Engineers rallied to close well above the worst.

FT - ACTUARIES INDICES

These indices are the joint compilation of the Financial Times, the Institute of Actuaries and the Faculty of Actuaries

Table with columns for EQUITY GROUPS & SUB-SECTIONS, Wednesday January 20 1988, and various financial metrics like Index, Day's Change, etc.

FIXED INTEREST

Table with columns for PRICE INDICES, Wed Jan 20, Day's change, etc.

LONDON TRADED OPTIONS

Table with columns for CALLS, PUTS, and various stock options like Allied Foods, Biff. Airways, etc.

NEW HIGHS AND LOWS FOR 1987/88

Table with columns for NEW HIGHS (30), NEW LOWS (16), and various stock prices.

TRADING VOLUME IN MAJOR STOCKS

Table with columns for Stock, Volume, and various stock trading volumes.

RISES AND FALLS YESTERDAY

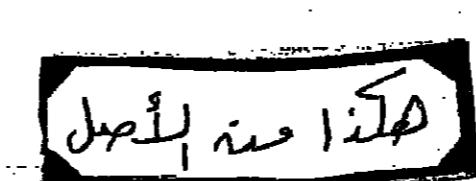
Table with columns for British Funds, Rises, Falls, and various stock price movements.

LONDON RECENT ISSUES

Table with columns for EQUITIES, Issue Price, and various stock issues.

FIXED INTEREST STOCKS

Table with columns for Issue Price, Amount, and various fixed interest stock details.



WORLD STOCK MARKETS

Table of World Stock Markets including sections for Australia, Canada, Germany, Hong Kong, Japan, Korea, Malaysia, New Zealand, Singapore, South Africa, Switzerland, Taiwan, Thailand, and the UK.

Table of Canada Stock Markets including sections for Toronto, Vancouver, and Montreal, listing various stocks and their prices.

Table of Japan Stock Markets listing various Japanese companies and their stock prices.

Table of Over-the-Counter Nasdaq national market closing prices for various stocks.

Table of Indices including New York Dow Jones, Australia, Canada, Germany, Hong Kong, Japan, Korea, Malaysia, New Zealand, Singapore, South Africa, Switzerland, Taiwan, Thailand, and the UK.

Advertisement for Financial Times featuring the headline 'When will it dawn on you?' and an illustration of a person reading a newspaper.

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Main table containing stock prices for various companies, organized into columns with headers like 'Stock', 'High', 'Low', 'Open', 'Close', 'Change', 'Volume', 'Bid', 'Ask', 'Last Sale', etc. Includes sub-sections for 'D D D', 'H H H', and 'M M M'.

NYSE COMPOSITE CLOSING PRICES

AMEX COMPOSITE CLOSING PRICES

Table of NYSE Composite Closing Prices. Columns include Stock, High, Low, Last, and Change. Includes sub-sections for Continued from Page 36, W V U, W X Y Z, and U S U.

Table of AMEX Composite Closing Prices. Columns include Stock, High, Low, Last, and Change. Includes sub-sections for Continued from Page 36, M N O P Q R S T U V W X Y Z.

OVER-THE-COUNTER Nasdaq national market, closing prices

Table of Over-the-Counter (Nasdaq) Closing Prices. Columns include Stock, High, Low, Last, and Change. Includes sub-sections for A B C D E F G H I J K L M N O P Q R S T U V W X Y Z.

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